



# Navy Personnel Command

# *Perspective*

*Perspective*

## ★ *The Career Issue* ★

From commissioning ...to retirement



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# The First Word ...

★★ **COMMANDER, NAVY PERSONNEL COMMAND**

Greetings from Millington. As we head into the New Year and look forward to the challenges of the 21<sup>st</sup> century, I believe there's a real sense of excitement of being part of the changes, of looking at new ways of doing things to make our Navy even better.

In recruiting, we want to maintain the forward momentum of last year's success. Recruiting is the seed corn that the rest of the force depends upon to maintain readiness, and we need to recruit 60,000 Sailors this year. That's about 6,500 more than last year, and we will face some stiff competition from our sister Services. This is not simply a Recruiting Command challenge — it's a Navy challenge. We need shore-duty eligible volunteers, preferably in the E-4 and E-5 paygrades, to help shape the future of Navy. Putting junior Sailors in the field as recruiters has been paying big dividends, and the Recruiting Command is moving toward a much younger overall force because of that success. Each volunteer request will be considered on a case-by-case basis and the detailers, in close coordination with the Recruiter Selection Team, will do their best to assign volunteers to the recruiting station of their choice. Recruiting is tough duty, but it is also very rewarding. Please help spread the word to your young Sailors on the possibilities of recruiting duty, as well as the Hometown Area Recruiting Program (HARP).



Improving retention is another key to strengthening our Navy. Retention rates last year were the lowest in almost 20 years. We simply have to do better, and it will take proactive leadership, mentoring and involvement from all of us to help make that happen. As VADM Norbert R. Ryan, Jr., our new Chief of Naval Personnel, stated in a recent message to all Flag Officers, "If we are going to work our way out of various manpower challenges that confront us, we need to put retention back at the top of our priority list and reward and replicate the leadership that is succeeding. With this year's dramatic compensation improvements, there should be no doubt in anyone's mind that retention should be a key measure of our leadership."


The need for naval officers to pursue education beyond the baccalaureate level remains critical for filling current and future Navy requirements in operational, technical and managerial areas. Graduate education and professional military education are also the stepping stones for personal development and increased promotion opportunities. I strongly encourage you to take advantage of every educational opportunity Navy offers; you will not be disappointed. The fresh thinking and innovation that advanced education helps stimulate are the keys to helping Navy meet the challenges we will face in the years ahead.

For the careerist, the Navy of the future will also mean a commitment to new technology. For instance, within the decade, Theater Ballistic Missile Defense systems will be imbedded in Aegis platforms that we deploy around the world, a change of incredible magnitude to warfare. We've simply never been there before. The Land Attack Destroyer (DD-21) is a revolutionary approach to warship development. Designed from the keel up with the land-attack mission in mind, DD-21 will be the first fully integrated ship with warfighting, control and maintainability supported by a single, open-architecture operating environment. Navy is also committed to acquiring the tenth NIMITZ-class, nuclear-powered aircraft carrier, CVN-77, which will serve as the initial transition platform to what will evolve to a truly revolutionary next generation nuclear aircraft carrier class, CVNX. Then there's the SAN ANTONIO-class Amphibious Transport Dock, LPD-17 and VIRGINIA-class new attack submarines; F/A-18E/F Super Hornets and Joint Strike Fighters. The upgraded Tactical Tomahawk Land-Attack Cruise Missile will provide long-range precision-strike capability while significantly increasing responsiveness and flexibility. WOW! Is this the Navy of the new millennium or what!

In addition, there is great effort underway right now to put the Navy-wide Intranet in place by 2001. All this new technology is exciting, and these are just a few of the new things that will help us influence events ashore directly and decisively from the sea in the years to come.

We must never forget, however, that all this technology loses its glimmer without the right people to put it to use. The bottom line is that our future depends upon the men and women wearing the Navy uniform. That will never change.

Keep charging and smooth sailing. ☐

  
**J. B. Hinkle**  
**Rear Admiral, U.S. Navy**

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### Art Credit (cover): (Left)

Graduation at the U.S. Naval Academy in Annapolis, Md. U.S. Navy photo by Senior Chief Photographer's Mate Terry A. Cosgrove, May 23, 1997. (Right) Retirement ceremony for RADM Stephen Keith, Commander Naval Air Reserve Force. DOD photo by Bill Cook, October, 1999.

*Perspective* (NAVPERS 15892) is the professional bulletin of the Navy officer community. Its mission is to provide all Navy officers information regarding key personnel policy changes, reassignment trends, and emerging developments within their areas of expertise to enhance their professional development. *Perspective* is approved for official dissemination of professional information of interest to the Department of Defense and to appropriate professionally related communities. This information does not necessarily reflect the official Navy position and does not supersede information in other official Navy publications. Unless otherwise noted, articles in *Perspective* may be reprinted and disseminated without permission. Please give appropriate credit.

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## FROM THE HEAD DETAILER ★ RADM HAMLIN TALLENT

As you read this Career Issue of *Perspective*, hopefully your thoughts turn to your own career, and where you would like it to go. I hope you are thinking the same thing that we are here in Millington: COMMAND. Our goal is for all Unrestricted Line officers to possess the necessary career milestones to be competitive for selection as Commanding Officers. Our goal is for all Restricted Line officers to have the richest portfolio possible that will lead to similar leadership opportunities.




With those thoughts of command and leadership in our minds, we do everything in our power to help you along in your career progression. However, there are times when an officer would like to deviate from the prescribed career path for personal reasons, and we understand that. In these cases we will work with the officer to ensure the route back to career path success is sound.

One of many things to keep in mind as you look at your career, and look toward that next billet, is that selection boards have proven again and again that it is an officer's job performance that is critical. There is no magic location or billet that will take you to the next level if you are not performing your duties to the best of your abilities, and at a level that is competitive with your peers.

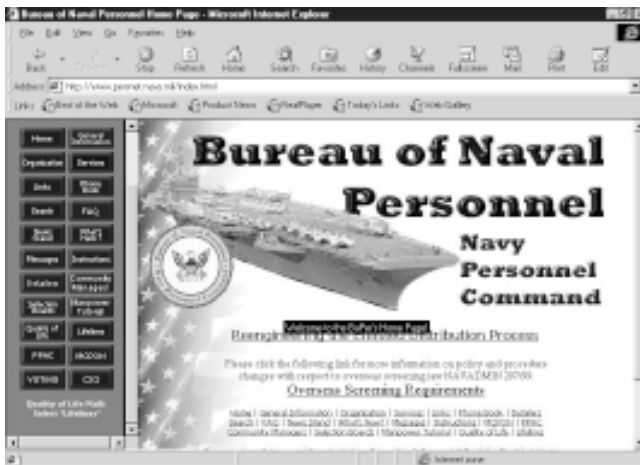
Hopefully this past year's theme driven issues have provided you with the information that you need. We will be continuing with this format through the next year. The themes for the remainder of 2000 will be: March-April "Overseas Duty," May-June "Continuing Education," July-August "Sea Duty," September-October "Joint Education/Joint Duty," November-December "Shore Duty." If there is a topic that you feel needs to be covered, please let us know.

As always, we remain committed to providing you with the best service possible. We will continue to do our best here to support all of you, and provide you with the most rewarding careers we can. Thanks for your support. □

  
**H. B. Tallent**  
Rear Admiral, U.S. Navy

# HELP US MOVE *Perspective* AHEAD

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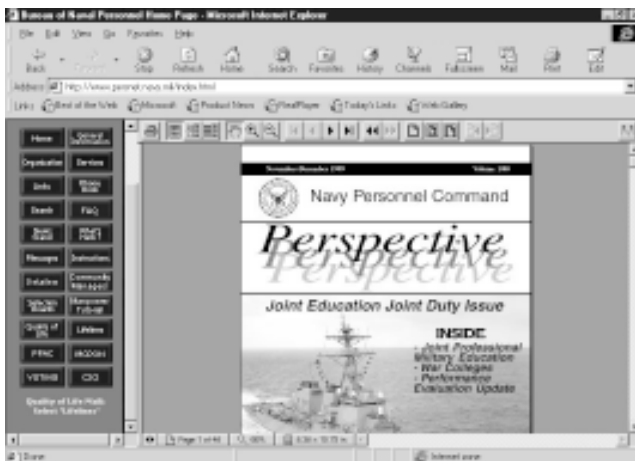


Do you read *Perspective* magazine on-line? If you do not, and you have access to a computer and the Internet, then you are missing a great opportunity. *Perspective* is available on the BUPERS Web Site (<http://www.bupers.navy.mil>) weeks before the printed version is mailed to the fleet. The magazine is available in .pdf file format for viewing and printing. If you do not have Acrobat Reader for viewing a .pdf file, there is a link on the *Perspective* Page for a free download of the program.



In an effort to move *Perspective* to an on-line format, we are asking for your assistance. If you are one of the many people on our mailing list who visits the Web Site to read the magazine, and believe you do not need to receive the printed version anymore, let us know. By electing to be an Internet-only subscriber to *Perspective*, you can help eliminate unnecessary printing and mailing of the magazine. Please contact the editor by E-mail at:

**[Perspective@persnet.navy.mil](mailto:Perspective@persnet.navy.mil)** or phone at DSN 882-4135, Comm (901) 874-4135.



The *Perspective* Web Site is easy to find. From the BUPERS Home Page (<http://www.bupers.navy.mil>), go to the News Stand button, and then click on *Perspective* on the bottom of the page. The most current issue is available, as well as past issues back to Nov-Dec 1995. □

*ENS Eric Petersen, PERS-051, Editor*

# Introduction to Joint Requirements

**{PERS-45J}: DSN 882-4217/4218, Comm (901) 874-4217/4218; Fax (901) 874-2696**

## Joint Specialty Officer (JSO)

To be designated as a JSO, you must:

### 1) **Complete Joint Professional Military Education (JPME):**

- National War College or Industrial College of the Armed Forces(ICAF), or
- Phase I at any U.S. Service College, selected fellowship or Foreign War College and Phase II at Armed Forces Staff College (AFSC).

### 2) Complete a Joint Duty Assignment (JDA).

### 3) Be selected by a Navy JSO selection board.

### 4) Be approved by SECDEF.

JSO designation is not required for promotion to Flag rank, but more than one-third of Flag joint billets require a JSO. This makes completion of JPME highly desirable for future Flag officers.

## Joint Professional Military Education (JPME)

### ☐ Grants full JPME credit (JS1):

- National War College (Washington, DC)
- Industrial College of the Armed Forces (ICAF) (Washington, DC)

### ☐ Grants Phase I credit only (JS7):

- College of Naval Warfare (Newport, R.I.)
- College of Naval Command and Staff (Newport, R.I.)
- Marine Corps War College (Quantico, Va.)
- Marine Corps Command and Staff (Quantico, Va.)
- Army Command and Staff (Fort Leavenworth, Kan.)
- Army War College (Carlisle, Penn.)
- Air Command and Staff (Montgomery, Ala.)
- Air War College (Montgomery, Ala.)
- Selected Foreign War Colleges
- Selected fellowship programs \*\*

\*\* FY96 was the final year that credit was awarded for intermediate level fellowship programs. FY99 was the last year for senior level fellowship programs.

-Navy, Army and USAF nonresident command and staff programs.

-Naval Postgraduate School (selected National Security Affairs Programs are certified to provide JPME Phase I credit).

### ☐ Grants Phase II credit only (JS8):

- Armed Forces Staff College (Norfolk, VA)

## Joint Duty Assignment (JDA)

Joint duty credit can only come from a JDA posted on the Joint Duty Assignment List (JDAL). Tour lengths for these assignments are:

### ☐ Flag – two years

☐ LCDR through CAPT – three years, except for two-year tours for some overseas assignments and for Critical Occupation Specialties (COS) in initial JDA (see below).

Note: LTs can receive joint duty credit only by filling a LCDR JDA billet.

## JSO Selection Boards

JSO boards convene every fall. JSO board eligibility is met when an officer has completed the JPME and JDA requirements. PERS-45J tracks these qualifications and determines eligibility of records of officers to be considered by each board. No individual request/packages are required (although it never hurts to validate your eligibility). For questions, call PERS-45J.

Note: JSO nominees are put into four eligibility categories:

☐ Category A: Officers who complete JPME before completing a full JDA, or Critical Occupational Specialty (COS) officers who complete a full joint duty tour (36 months) before completing JPME.

☐ Category B: COS officers who complete joint duty under COS-takeout provisions (24 months) and who have completed JPME, either before or after they completed their JDA. (COS officers are exempt from the sequence requirement which specifies, for other officers, that JPME must be completed before the JDA completion).

☐ Category C: Non-COS officers who have completed



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their full JDA before they complete JPME; requires a sequence waiver for JSO designation.\*

☐ **Category D:** Officers who have completed two joint tours in lieu of completing JPME; requires an education waiver for JSO designation.\*

\*The total number of waivers (for Categories C and D) granted for officers in the same paygrade during any fiscal year may not exceed 10 percent of the total number of officers in that paygrade selected for the joint specialty during that fiscal year.

An officer designated by SECDEF as a JSO receives either a JS5 or JS9 AQD, depending on joint tour type (see AQD section), which then appears on the Officer Data Card (ODC). Following SECDEF designation, notification is made via NAVADMIN message.

### **Critical Occupational Specialists (COS)**

COS officers (URL LCDR through CAPT) on an **initial** JDA can detach after 24 months with full joint duty credit if going to an **operational** Navy assignment. No waiver is required. Subsequent JDA is 24 months.

### **Additional Qualification Designators (AQDs)**

#### ☐ **Billet AQDs**

JD1: a noncritical billet on JDAL.

JD2: a critical billet on the JDAL; must be filled with a JSO.

#### ☐ **Joint Education AQDs**

JS1 (full JPME): Assigned to graduates of National War College, Industrial College of the Armed Forces (ICAF), the School of Information Warfare Strategy (SIWS) (through June 1996), and the Armed Forces Staff College (AFSC) (through June 1990).

Note: also includes 1989 March (intermediate level only), June and November graduates of Naval War College; and 1989 Army, Air Force and USMC service college graduates.

JS7 (JPME Phase I): Assigned to graduates of an intermediate or senior service college after January 1990, selected Foreign War Colleges or fellowships.

Note: graduates of service colleges during academic years 1985-1988 received Phase I credit **if JPME Phase II was completed before 1 January 1994**. JS7 AQD has been withdrawn for officers who did not complete JPME Phase II.

JS8 (JPME Phase II): Assigned to graduates of AFSC since July 1990.

#### ☐ **Joint Specialty Officer (JSO) AQDs**

JS5 (JSO): Assigned to officers who have completed the JPME and JDA requirements, have been selected by a Navy JSO board, and designated by SECDEF.

JS9 (COS takeout JSO): Assigned as above to URL officers who have received full JDA credit for tours of less than three years which were shortened through the COS takeout provision (two years). Equivalent in all respects to JS5 AQD.

#### ☐ **Joint Tour AQDs**

JS2: Assigned upon completion of a JDA, either in a JDA after January 1, 1987 or a qualifying billet before January 1, 1987.

JSF (JDA for Flag only): Assigned for completion of a pre-1987 JDA. Not valid for selection to JSO. Valid for promotion to Flag officer.

JSR (JDA required): Assigned to a graduate of the National War College of ICAF whose required JDA has been deferred until the second tour after graduation.

### **Flag Officer Joint Requirements**

☐ All O7s must attend the Capstone course.

☐ Promotion to O7 requires completion of a JDA.

Note: If currently serving in an initial JDA as an O6, the requirement for the completion of a JDA can be waived by SECDEF if service started at least 180 days prior to the Flag selection board convening date (upon which selected), and total consecutive service in JDA is not less than two years.

☐ For O6s with no JDA, a Good of Service waiver from SECDEF is required (where first tour as a Flag must be a JDA).

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☐ Professional exemption (officers who do not require a JDA for promotion to O7 are not tracked):

\*JAG, Medical, Dental, Chaplain, Nurse, Medical Service Corps.

☐ Technical exemption (officers who do not require a JDA for promotion to O7 are tracked):

\*AED/AMD, CEC, PAO, EDO, Oceanographer, Acquisition Professional (URL).

## **Points of Contact**

Joint information questions should be directed to PERS-45J. E-mail address is **p45j@persnet.navy.mil**.

- LCDR Tim King, PERS-45J, DSN 882-4217, Comm (901) 874-4217

- LCDR Caroline Greife, PERS-45J1, DSN 882-4218, Comm (901) 874-4218. ☐

# **Acquisition Professional**

**{PERS-447}: DSN 882-3837, Comm (901) 874-3837**

Since AP is a subspecialty, the career path of APs is as varied as the designators of the officers who make up the community. For some designators, such as the Civil Engineer Corps (CEC), becoming an AP is part of the job. As ENSs, CEC officers are involved as contracting officers and are expected to become APs when they become LCDRs. This is the career progression for most of the Staff and Restricted Line communities, and most of you in this category are very knowledgeable about the expected AP career path for your community. Therefore, I want to concentrate on the AP career options for the URL who is not familiar with the program.

Granted, the AP community does not offer the immediate gratification of blowing something up with a missile that can be found in the operational environment. However, negotiating a multi-million dollar contract with a defense contractor who produces a system which renders all potential adversaries' weapon systems obsolete does have a certain appeal to the thinking URL.

URLs must be a CDR and command screened prior to selection as an AP. The command screen requirement ensures we have proven fleet operators involved in

setting requirements, designing systems and ensuring optimal integration of these new systems that will enter the fleet. Acquisition Professionals have a very demanding assignment translating what is designed in a laboratory to what is achievable, desired or needed by the Fleet. With the exception of aviators who enter the AP community via the Test Pilot School route, most URLs get their first taste of the AP world as CDRs after their CDR command. While this system works, we have discovered a more optimal approach is to obtain some AP experience as a LCDR in a systems command, or even as a requirements officer on the OPNAV staff. So, if you are secure in your career path to command, consider an AP assignment at this point in your career.

Selection to the community is via semi-annual selection boards, which review applications from all designators. Selection is by no means automatic. Selection rates vary by community, but traditionally are around 85-90 percent for staff and restricted line, and 60 percent for URLs. Selection Boards convene in February and September. ☐

*CAPT Steve Kreutner, PERS-447*



# Education Picture

{PERS-440B}: DSN 882-4056, Comm (901) 874-4056; Fax (901) 874-2676

{PERS-440C}: DSN 882-4100, Comm (901) 874-4100; Fax (901) 874-2676

Web Site: <http://www.bupers.navy.mil/pers440/>

## Fellowships

The Navy has a variety of selective one-year fellowship programs available to highly motivated, career oriented officers. These fellowships no longer offer JPME Phase I credit; however, they do provide a unique opportunity to represent the Navy in various civilian institutions, post-graduate schools, corporations or offices within the legislative and executive branches of the government. Each fellowship is approximately 12 months in length. Fellows incur a service obligation of three times the duration of the fellowship. Obligation begins upon completion of the fellowship and is served concurrently with any previously incurred service obligation.

### White House Fellowship:

This program was established in 1964 to provide a select group of motivated young Americans with the experience of direct involvement in the process of governing our nation. Fellows are assigned to the White House staff, the Vice President, members of the Cabinet and other top-level executives. As special assistants, White House Fellows participate in educational programs that give instruction on our government's processes.

The President's Commission on White House Fellowships handles the selection process for this program. Applications are due to the commission by February 1 of each year. Interested officers may request an application directly from the commission at (202) 395-4522.

Additional program information may be found on the commission's Web Page at [http://www.whitehouse.gov/WH\\_Fellows](http://www.whitehouse.gov/WH_Fellows).

Since the selection process is handled completely by the White House Commission, Navy officers applying for this program must keep their detailer apprised of their application and selection status. Navy Personnel Command POC is the service college placement officer (PERS-440C), DSN 882-4100, Comm (901) 874-4100.

The Navy's governing instruction for this program, BUPERSINST 1560.20B, as well as additional program information, may be found at <http://www.bupers.navy.mil/pers440>.

### Federal Executive Fellowship:

The Federal Executive Fellowship (FEF) program provides the Navy with senior-level officers knowledgeable in the formulation and conduct of foreign policy, political decision making and diplomacy. Navy Fellows serve as our forward presence in civilian academia and think tanks.

An annual NAVADMIN announces the specific application deadline for that year. Normally, applications are due by early to mid-September with the selection board convening during the first week of November. Applicants must be Unrestricted or Restricted Line officers in the permanent grade of LCDR, CDR or CAPT. Graduate level education in Political Military Affairs/National Security affairs or an appropriate subspecialty (XX2X) is desired, but not required. Some institutions have specific grade requirements. The FEF selection board selects 18 primary and 30 alternate candidates. Officers selected in November begin their fellowships the following August. Applicants are encouraged to apply for this program during years when their career timing and projected rotation date support the timing of a fellowship.

The FEF Program sponsor is OPNAV N513, DSN 223-7000, Comm (901) 693-7000. The Navy's governing instruction, OPNAVINST 1500.72C, as well as additional program information, may be found at <http://www.bupers.navy.mil/pers440>.

#### FEF Institutions

The American Enterprise Institute  
The Atlantic Council of the United States  
Boston University  
The Brookings Institute  
Center for Strategic and Int'l Studies  
The Council on Foreign Relations  
MIT Security Studies Program  
Foreign Service Institute  
Harvard Weatherhead Center For Int'l Affairs  
Harvard Nat'l Security Fellowship (3 Positions)  
Harvard Olin Institute for Strategic Studies  
Stanford University Hoover Institute  
The RAND Corporation (3 Positions)  
Tufts Fletcher School of Law and Diplomacy

#### Location

Washington, D.C.  
Washington, D.C.  
Boston, Mass.  
Washington, D.C.  
Washington, D.C.  
New York, N.Y.  
Cambridge, Mass.  
Washington, D.C.  
Cambridge, Mass.  
Cambridge, Mass.  
Cambridge, Mass.  
Palo Alto, Calif.  
Santa Monica, Calif.  
Medford, MA

### The Secretary of Defense Corporate Fellowship:

The Secretary of Defense Corporate Fellowship (SDCF)



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Program was created in 1994 to foster innovation in the Services and the Department of Defense by giving future senior officers first hand experience with the strategic management practices of innovative American corporations. Secretary of Defense Fellows initially meet with the Secretary of Defense to set their agenda. Upon completion of their one-year assignment, they report back to the Secretary of Defense, the Secretaries of the Military Departments and the various Service Chiefs to brief their work, insights gained on operational and organizational changes and analysis of how these changes might influence DOD operations.

An annual NAVADMIN announces the specific application deadline for that year. Normally applications are due by early to mid-September, with the selection board convening during the first week of November. Applicants must be Unrestricted Line, Restricted Line or Supply Corps officers in the permanent grade of CDR or CAPT. The SDCF selection board will select two primary and three alternate candidates. Officers selected in November begin their one-year fellowship the following July. Applicants are encouraged to apply for this program during years when their career timing and projected rotation date support the timing of a fellowship.

The SDCF Program sponsor is N513, DSN 223-7000, Comm (901) 693-7000. OPNAVINST 1500.72C as well as additional information about the program can be found at <http://www.bupers.navy.mil/pers440>.

Please direct specific questions concerning the management of the SDCF program to the Director of the Secretary of Defense Corporate Fellowship Program, Mr. Eric Briggs, at DSN 426-4229, Comm (703) 696-4229, E-mail at [briggse@osd.pentagon.mil](mailto:briggse@osd.pentagon.mil). Corporations participating in this program vary from year to year. The Director of the Secretary of Defense Corporate Fellowship program assigns officers to specific corporations.

Corporations which previously participated in the SDCF Program:

American Management Systems	Mobil
Andersen Consulting	Microsoft
CNN	McDonnell Douglas
CITICORP	Oracle
Direct TV	Northrop Grumman
Hewlett Packard	Sarnoff Corporation
Lockheed Martin	Sears
Loral	Southern Company

### **Legislative Fellowship:**

The LEGIS Fellows program provides officers with a working knowledge of the operations of Congress. The program is designed to broaden the experience level and knowledge that naval officers possess in the operations and organization of Congress, while enhancing the Navy's ability to fulfill its role in the national policy development process. Fellows are assigned for one year to the staff of a Senator, Representative or Congressional Committee. The program is limited to Unrestricted Line, Restricted Line and Staff Corps officers in the permanent grades of LCDR and CDR of the Regular Navy and Naval Reserve. The competitive selection process focuses on individual performance, promotion potential, academic and subspecialty qualifications and the needs of the service. An annual NAVADMIN announces the details of the application process and specific application deadline for that year. Normally applications are due in early March with interviews at the Office of Legislative Affairs in the April/May time frame. Selections should be finalized by late July, with assignments to Congress beginning in December.

The Navy's governing instruction, BUPERSINST 1560.21A, as well as additional information about the program, can be found at <http://www.bupers.navy.mil/pers440>.

### **Service Colleges**

Attendance at a service college is considered a significant milestone in the professional development of a naval officer. This education is designed to enhance the competence of those officers with high promotion potential.

Professional Military Education (PME) entails the systematic instruction of professionals in subjects enhancing their knowledge of the science and art of war. Integral to each curriculum of any of the service colleges is an emphasis on joint matters and Joint Professional Military Education (JPME). Each of the service colleges provides JPME Phase I credit.

JPME Phase II is awarded upon completion of a three-month curriculum taught at the Armed Forces Staff College (AFSC) in Norfolk, Va. The AFSC JPME Phase II curriculum is normally attended by officers who have completed JPME Phase I. Assignment of an officer with JPME to a joint-coded billet makes sense from the point of view of the officer, the Navy and the Joint Command.

While the Navy strives to send officers from Phase I to Phase II and then to a joint assignment, career requirements, the needs of the command, the needs of the Navy and timing conflicts may prevent the assignment of a joint educated officer into a joint coded billet.

National War College and the Industrial College of the Armed Forces are the only two service colleges that award both JPME Phase I and II as part of their single 10 month curriculum.

Minimum grade requirements to attend a service college are LCDR for Junior Service Colleges and CDR for Senior Service Colleges. The general rule is an officer must be wearing the appropriate rank by the beginning of a war college course. In unusual circumstances, exceptions may be granted on a case-by-case basis by a school for LCDR(Selects), who will pin on LCDR shortly after arriving at a war college; however, no exceptions will be made for CDR(Selects) attempting to attend a senior level course. All officers attending a senior level course must be wearing at least CDR by the start of the class.

There is a two year service obligation associated with attendance of a domestic service college (foreign war colleges do not incur such an obligation). Obligation begins upon completion of the course and is in addition to the remaining time required by any prior active duty obligation.

Within the United States an officer may attend either the Navy's War College in Newport R.I., or one of the sister service colleges (Air Force, Army, Marine Corps) the Industrial College of the Armed Forces or National War College.

In addition to in-resident service colleges, an officer may earn JPME Phase I credit through various nonresident courses. The Navy War College provides two options: a correspondence curriculum that does not involve classroom participation and a seminar program that involves night classes. The seminar program is presently available at 19 satellite campuses. Other nonresident programs that provide JPME Phase I are the Air Command and Staff College, the Army Command and General Staff College, the U.S. Army War College and the Marine Corps Command and Staff College.

In addition to earning JPME Phase I, the opportunity to earn a master's degree as part of a war college program is becoming a consistent standard throughout the

services. With only a few exceptions, in a matter of 10 to 12 months, an officer can walk away from a war college with JPME Phase I, a war college diploma and an accredited master's degree. For more information about each school's in-resident programs, nonresident programs and opportunities to earn an advanced degree, see the following informational summary for each school, review the school's Web Page, and finally contact the school if you have further questions.

#### **AIR WAR COLLEGE (O5&O6)**

Navy Element Phone: DSN 493-6153, Comm (334) 953-6153  
Location: Maxwell AFB, Montgomery, Alabama  
Class Convene: July  
Graduation: June  
Home Page: <http://www.au.af.mil/au/awc/>  
AWC Nonresident program is not accredited to give JPME Phase I. DSN 493-7755, Comm (334) 953-7755 (O5 Select and above.)  
Master's: Air University is in the final stages of receiving Department of Education and Congressional authorization to award a master's degree. Every indication supports the expectation that Air University will receive authority to award a non-accredited master's degree beginning with the course that commenced in July of 1999. Given an 18-24 month accreditation process, Air War College hopes to begin awarding a regionally accredited master's degree (Master of Air Power Art and Science) beginning with the class entering in 2000 and graduating in 2001. Independent master's programs are available in conjunction with local civilian universities that offer partial credit for War College course work.

#### **AIR COMMAND AND STAFF COLLEGE (O4)**

Navy Element Phone: DSN 493-6153, Comm (334) 953-6153  
Location: Maxwell AFB, Montgomery, Alabama  
Class Convene: August  
Graduation: June  
Home Page: <http://www.acsc.au.af.mil/>  
Nonresident Program: DSN 493-7901, Comm (334) 953-7901, 1-800-316-7042 (O4 Select and above. Correspondence course takes approximately 12 months to complete.)  
Master's: Air University is in the final stages of receiving Department of Education and Congressional authorization to award a master's degree. Every indication supports the expectation that Air University will receive authority to award a non-accredited master's degree beginning with the course that commenced in July of 1999. Given an 18-24 month accreditation process, Air War College hopes to begin awarding a regionally accredited master's degree (Master of Air Power Art and Science) beginning with the class entering in 2000 and graduating in 2001. Independent master's programs are available in conjunction with local civilian universities that offer partial credit for War College course work.

#### **ARMY WAR COLLEGE (O5&O6)**

Navy Element Phone: DSN 242-4200, Comm (717) 245-4200  
Location: Carlisle Barracks, Pennsylvania  
Class Convene: July  
Graduation: June  
Home Page: <http://carlisle-www.army.mil>  
Nonresident Program: DSN 242-3421, Comm (717) 245-3421 (O5 Select and above.)  
Master's: Army War College (AWC) is presently going through the regional accreditation process. Army War College plans to begin awarding a regionally accredited master's degree beginning with the class entering in 2001 and graduating in 2002. Master's programs are presently available

in conjunction with local civilian universities that offer partial credit for War College course work.

### **ARMY COMMAND AND GENERAL STAFF COLLEGE (O4)**

Navy Element Phone: DSN 552-2256, Comm (913) 684-2256  
Location: FT Leavenworth, Kansas  
Class Convened: June  
Graduation: June  
Home Page: <http://www.cgsc.army.mil/usn/>  
Nonresident Program: DSN 585-3356/62/68/80/86/88/90 Comm (913) 758-xxxx (O4 Select and above. Correspondence course takes approximately 24 months to complete.)  
Master's: Accredited to award Master's of Military Art & Science. The master's program is optional for all C&GS students. Master's programs are presently available in conjunction with local civilian universities that offer partial credit for War College course work.

### **COLLEGE OF NAVAL WARFARE (O5&O6) and the COLLEGE OF NAVAL COMMAND AND STAFF (O4)**

Deputy Dean Of Students: DSN 948-6596, Comm (410) 841-6596  
Location: Newport, Rhode Island  
Class Convened: November  
Graduation: November  
Class Convened: March  
Graduation: March  
Class Convened: August  
Graduation: June  
Home Page: <http://www.nwc.navy.mil/>  
Nonresident Program: DSN 948-2135, Comm (401) 841-2135 (Navy has the only nonresident program that allows O3s to participate. Correspondence course takes approximately 24-36 months to complete.)  
Master's: Accredited to award Master's of Arts degree in National Security and Strategic Studies.

### **USMC TOP LEVEL (O5&O6) and USMC COMMAND AND STAFF COLLEGE (O4)**

Navy Element Phn: DSN 278-1007, Comm (703) 784-1007  
Location: Quantico, Virginia  
Class Convened: Jul  
Graduation: Jun  
Home Page: <http://www.mcu.usmc.mil/>  
Nonresident Program: DSN 278-4390, Comm (703) 784-4390 Web Page <http://www.mcu.usmc.mil/cce/cce.htm/> (O4 Select and above. Course takes approximately 24 months to complete.)  
Master's: Marine Corps University is undergoing the final stages of regional accreditation for the master's degree offered by USMC Command and Staff College. Final vote to determine accreditation status was scheduled for December 6, 1999.

### **INDUSTRIAL COLLEGE OF THE ARMED FORCES and NATIONAL WAR COLLEGE (O5&O6)**

Navy Element Phn (ICAF): DSN 325-4428, Comm (202) 685-4428  
Navy Element Phn (NATL): DSN 325-3659, Comm (202) 685-3659  
Location: FT McNair, Washington, DC  
Class Convened: August  
Graduation: June  
Home Page (ICAF): <http://www.ndu.edu/ndu/icaf/icafhp.html>  
Home Page (NATL): <http://www.ndu.edu/ndu/nwc/nwchp.html>  
Master's (ICAF): Accredited to award a Master's of Science degree in National Resource and Strategy.

Master's (NATL): Accredited to award a Master's of Science degree in National Security Strategy.  
In addition to JPME Phase I, ICAF and NATL War College also award JPME Phase II.

### **Foreign War Colleges**

Attendance at foreign war colleges is an unique opportunity to get JPME credit, represent the U.S. Navy abroad, and see the world. Foreign war college attendance is available to URL officers. Officers must be in the grade of LCDR (and occasionally CDR) to attend intermediate courses. Officers must be in the grade of CDR or CAPT to attend senior courses. Various schools have specific rank requirements. A bachelor's degree and language proficiency are required. There is no service obligation associated with attendance at any foreign war college. Assignment to a foreign service college is an accompanied tour.

References to Course Start and Course Length apply to the War College Course and not language training.

If language training is required, assignment to the Defense Language Institute (DLI) must occur from 6 to 16 months prior to the course start. Exact timing depends on the availability of language quotas. For example, the next Argentina Senior War College course begins in March of 2002; however, since 6 months of language training is required, a prospective student should expect to begin an assignment to DLI no later than October of 2001. (See table of available foreign war colleges on the next page) □



# Postgraduate Education Programs

Graduate education is becoming an absolute necessity in today's Navy. The Chief of Naval Operations Vision Statement for Navy Officer Education states, "The 21<sup>st</sup> Century will present many challenges and opportunities to our Navy. As the nation's principal forward-deployed force, we will continue to be called upon first and often, and meeting our commitments will require us to operate in an increasingly sophisticated technological environment. To ensure that we are fully prepared to carry out this critical role, maintaining the great legacy left by those who have served before us, the Navy must revitalize our investment in officer education." He goes on to state that "Education is crucially important for our future leaders. Navy officers must be committed to life-long learning, and the Navy must do its part to ensure they have the opportunities for advanced education," and that "Education must not be seen as a diversion from our primary mission, but rather as a critical factor in maintaining our ability to accomplish our primary mission." The CNO states, "My vision is simple: each career unrestricted line officer will be afforded the opportunity to attain both a relevant graduate degree

and appropriate Professional Military Education. I have directed my Director of Naval Training and Chief of Naval Personnel to make this vision a reality by 2001."

## Naval Postgraduate School, Monterey, California

The center of all postgraduate education in the Navy is the Naval Postgraduate School (NPS). Over 500 Navy students, as well as officers from other services and nations, attend each year. NPS offers a wide variety of technical and non-technical curricula, including Financial Management, Aeronautical Engineering, Space Systems Engineering, Undersea Warfare, Information Systems Technology, Computer Science, Combat Systems, Electrical Engineering, Mechanical Engineering, Operations Research and National Security Affairs.

In order to meet the rapidly changing needs of the Navy and its officer corps, NPS is offering several new programs. Two new curricula began in late 1999. These curricula are designed to meet the challenges facing the unrestricted line officer of today.

Country/Level	Location	Rank	Req Language	Lang Trng	Start	Lgth	Outyear	Crs
<b>Senior Level Courses</b>								
Argentina SR	Buenos Aires	O5	Spanish	6	Mar	12	02, 06, 10	
Australia SR	Canberra	O6	English		Jan	12	03, 07, 11	
India SR	New Delhi	O6	English		Jan	11	03, 07, 11	
Inter-American Def College	Washington, DC	O5	Spanish or Portuguese	6	Aug	10	01, 02, 03	
Japan SR	Tokyo	O5	Japanese	16	Aug	12	03, 05, 07	
NATO Def College	Rome	O6	English		Feb/ Sep	6	00, 01, 02	
Norway SR	Oslo	O6	Norwegian*	6	Aug	10	01, 03, 05	
Pakistan SR	Islamabad	O6	English		July	11	00, 04, 08	
U.K. SR	London	O6	English		Jan	11	02, 04, 06	
S. Africa SR	Muizenburg	O4/O5	English		Feb	10	02, 04, 06	
<b>Intermediate Level Courses</b>								
Argentina JR	Buenos Aires	O4/O5	Spanish	6	Jan	11	02, 04, 06	
Australia JR	Canberra	O4	English		Jan	12	02, 04, 05	
Brazil JR 1	Rio de Janeiro	O4/O5	Portuguese	6	Jan	11	01, 02, 03	
Canada JR	Toronto	O4	English/French	6	July	12	00, 01, 02	
Chile JR	Valparaiso	O4	Spanish	6	Jan	11	03, 05, 07	
France JR	Paris	O4	French	6	Feb	16	02, 03, 04	
Germany JR	Hamburg	O4	German	8	Sep	24	02, 04, 06	
India JR	Wellington	O4	English		June	11	02, 04, 06	
Italy JR	Rome	O4/O5	Italian	6	Aug	10	03, 05, 07	
Japan JR	Tokyo	O4	Japanese	16	Mar	12	04, 06, 08	
Spain JR	Madrid	O4/O5	Spanish	6	July	11	03, 05, 07	
U.K. JR	Bracknell	O4	English		July	12	01, 03, 05	
Uruguay JR	Montevideo	O4/O5	Spanish	6	Feb	9	03, 05, 07	
Venezuela JR	Caracas	O4	Spanish	6	June	11	01, 03, 05	

Updated data available at <http://www.bupers.navy.mil/pers440/>

All Language Training takes place in Monterey, California, at the Defense Language Institute.

\*Except for Norwegian, which is only taught in Washington, DC.

1. PEP follow-on tour after graduation from Brazilian Naval War College.

The first program was designed primarily for URL officers. The System Engineering and Integration (SEI) program offers an 18-month master's program in Systems Engineering/Integration. This curriculum will enable the student to exploit emerging technologies to achieve war-fighting advantages. The students will blend their operational experience with a thorough technical education, to expeditiously integrate new technological capabilities into operational applications. The officer will be able to evolve current tactics and doctrine to expeditiously leverage imminent technological advances. This program is designed as a highly

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integrated graduate education experience. There will be lectures, team projects and individual research, as well as seminars from visiting experts.

NPS is also offering an 18-month program in Information Systems Operations. This curriculum provides officers with the knowledge of information systems technology to include computer and telecommunications systems, networked and distributed applications, database management systems and decision support systems as applied in the military services. Based on this understanding of technology, students will gain proficiency in information operations, economics and management necessary for the critical warfighting decisions needed in Information Age conflicts. In addition to the academic degree, officers successfully completing this curriculum will obtain Joint Professional Military Education (JPME) Phase I certification.

**Joint Professional Military Education (JPME) at Naval Postgraduate School.** Naval War College has partnered with NPS to offer officers in residence at NPS the opportunity to complete JPME Phase I while earning their master's degree. Phase I will be earned by students who complete the entire three-course sequence of NWC courses: Strategy and Policy, National Security Decision Making and Joint Maritime Operations. Currently, only Strategy and Policy is required to be completed by all Department of the Navy officers. National Security Decision Making and Joint Maritime Operations are available as electives. For further information, contact Professor Fred Drake at Comm (831) 656-3003, or the curriculum officer of the program you wish to attend.

NPS is working to bring education to you. Visit the NPS Web Site at <http://www.nps.navy.mil/>. You will find the NPS catalog, information about each curriculum, requirements for entry and typical jobs in each subspecialty. You can also order an NPS catalog if you prefer a personal copy.

If you have orders or are anticipating orders to NPS, visit the Site's housing information section, where you will find information about on-base and off-base housing, BAH rates for the Monterey Peninsula, local schools and available child care facilities.

NPS alumnus, we are asking that you also visit the Web Site. The alumni relations office is seeking to establish localized alumni chapters all across the country. Find out what fellow graduates are accomplishing, and let us know what exciting achievements you have accom-

plished.

**The Application Process.** All officers interested in attending a postgraduate program should contact their detailers to begin the process. Attending NPS or participating in any other graduate education program is contingent upon a strong professional record and past academic performance. Academic performance (for NPS) is determined by use of the Academic Profile Code (APC). The NPS admissions office computes the APC. To calculate your APC, they must have your undergraduate transcripts. To check your APC, first look at block 47 on your ODC. If your APC is not reflected on your ODC, contact NPS to be sure they have your transcripts. The NPS Web Site describes how your APC is determined.

The NPS admissions office number is DSN 878-3093, Comm (831) 656-3093. If you have been commissioned in the past few years they may not have had the chance to compute your APC yet. Don't worry, when it comes time to go to school your detailer can have it done for you. An explanation of the APC is also found in enclosure (3) to OPNAVNOTE 1520. If you are planning to attend any school other than NPS, you will have to apply to the school on your own – the APC in that case is irrelevant.

**Civilian Universities.** Many limited enrollment curricula necessary to meet subspecialty needs of the Navy are not offered at NPS, but are taught at civilian universities with tuition funded by NPS. A list of these curricula and schools are listed in OPNAVNOTE 1520 or in the NPS catalog (<http://www.nps.navy.mil/>).

**Admiral Arthur S. Moreau Post-master's Program.** A program in international relations and diplomacy, it is designed to allow officers already possessing the political/military subspecialty code to further their education. A board is held annually, in November, to select up to three officers to attend one year of fully funded study at Harvard, Tufts, Georgetown, John Hopkins or Stanford. The application deadline is September 1, 2000. OPNAVINST 1520.34B is the governing instruction.

**Pol-Mil Masters Program.** This program enables up to five URL officers (11XX/13XX only) to attend one year of fully-funded graduate education. The degrees available are a master's in Public Administration from Harvard, a master's in International Law and Diplomacy from Tufts, a master's in Political Science from Stanford, a master's in National Security Studies from Georgetown

and a master's in Strategic Studies from John's Hopkins University. A strong foreign language proficiency is required for the Tufts program. The application deadline is September 1, 2000. Officers applying for the program should have completed at least five years following their initial pipeline training, and should be prepared to rotate in August 2001. Admission to the university is the responsibility of the officer. OPNAVNOTE 1520 is the governing document.

**Ph.D Program.** A few exceptional officers are chosen each year to participate in Doctoral Studies at the Naval Postgraduate School. Quotas, based on current needs of the Navy, are published each July. Application procedures are contained in OPNAVINST 1520.23B.

**MIT/Woods Hole Program.** This is a special program for officers with an exceptional aptitude for oceanographic studies. Application is by invitation only. The Oceanographer of the Navy will contact those who are qualified.

**Tuition Assurance.** Details regarding the Tuition Assurance Program are delineated in NAVADMIN 251/99. As per the NAVADMIN, eligible officers are O3 to O6 Active Duty Unrestricted Line Officers, with demonstrated superior performance and upward career mobility. Applicants should be transferring to (or currently on) shore duty, with sufficient time ashore to complete a master's degree program. Officers with a previously earned master's degree are not eligible for the TASS program.

TASS funding is authorized for Navy-relevant master's degree programs, which meet the requirements of at least one approved Navy subspecialty as verified by the Naval Postgraduate School. Approved subspecialties may be granted for degrees earned at educational institutions accredited by a regional accrediting agency recognized by the U.S. Department of Education. Further questions regarding qualifying programs should be directed to the Naval Postgraduate School Civilian Institutions (CIVINS) Program Office at the numbers listed at the end of this article.

Officers interested in the TASS program for FY00 should submit a written request to their detailer, using the format in the NAVADMIN. The next selection will be held in April 2000. Applications are due no later than 15 March 2000. NPC (PERS 41/42/43) will collate the requests and propose a slate of nominees to CNO N86/87/88 for final selection. NPC will inform selectees and forward the approved slate to Naval Postgraduate School, Director of CIVINS. Naval Postgraduate School will provide selected officers additional guidance on necessary actions/procedures, including how to ensure TASS funds will pay for your education each term.



Upon selection for TASS, each selectee should obtain catalogs, course descriptions and admission forms to the regionally accredited U.S. Department of Education (DOE) graduate school within close proximity to your duty station. Once the university or college and Navy-relevant program are selected, a request must be submitted (with completed Educational Plan (EP) and course descriptions) to Naval Postgraduate School, Code 031A for an evaluation of the proposed

program. Naval Postgraduate School will coordinate with the program sponsor for the subspecialty code and respond with an approval/disapproval of your proposed program, and make recommendations to ensure your program meets the requirements of a Navy subspecialty. This allows for accurate academic and financial management of each officer's degree program. Included with the EP should be an estimated tuition cost for the approved courses that you will be taking for each semester/quarter, to be submitted to Naval Education and Training Professional Development and Technology Center (NETPDTC). A grade report will be required to be sent to Naval Postgraduate School, Code 031A and NETPDTC at the end of each academic semester/quarter, with explanations in writing for withdrawals and incomplete grades.

For more information concerning the application process contact your detailer or Naval Postgraduate School, Code 031A at DSN 878-4654/3605, Comm (831) 656-4654/3605 or E-mail **031a@nps.navy.mil**. □



# Training and Administration of Reserves (TAR)

{PERS-4417}: DSN 882-4062, Comm (901) 874-4062; Fax (901) 874-2676

With the beginning of FY00, the board season is in full swing. By the time you read this issue, numerous reserve statutory and administrative boards will have been completed, with many more to come. Everyone knows that performance is the key to promotion; however, digesting and applying the information provided in this issue could be equally vital in preparing yourself for what could be the most important event in your Naval career, "Your Board."

For those of you who are new to the TAR community, take note that your TAR officer periodic fitness report might be due on a different cycle than that of your equivalent rank USN counterpart. Check the current Navy Performance Evaluation and Counseling System instruction to be sure you are appropriately anticipating this important career event.

Broken Service: If you left active duty for a period of time before being recalled to the TAR program, your record

may need extra time and attention. Upon leaving active duty, your official record transfers to the Naval Reserve Personnel Command, and some information (e.g. special qualifications, screening status, etc.) is not retained. Upon recall to active duty, some OSR/PSR information is no longer available and must be reconstructed by the member. This is a call to start early, as early as one year or more prior to that board you anticipate being up before, to get any necessary data back into your "electronic" record. Your detailer can provide you with contact numbers for the necessary PERS codes you will need to coordinate with to get your record squared away.

Remember, you are responsible for the accuracy of your record. Talk to your detailer/placement officer early, and as often as you feel necessary, to ensure you are not only ready for the next job assignment, but the next board as well. And as always, keep your detailer up to speed on your current E-mail, DSN and Commercial phone number. □

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## Selection Boards

{PERS-85}: DSN 882-3252, Comm (901) 874-3252

{PERS-311}: DSN 882-3313/3315/3316, Comm (901) 874-3313/15/16

{PERS-86 (Reserves)}: DSN 882-4525, Comm (901) 874-2675

### *Understanding The Process*

Two of the fundamental aspects of every officer's career are promotion and screening, yet the selection board process seems to be one of the least understood.

Do you know how selection boards determine who gets promoted/selected? Do you know what records selection boards use to determine this? Do you know the differences between administrative and statutory boards?

You should be able to answer "yes" to all of these questions, as they identify important information for the professional growth of you and your subordinates.

### *Statutory vs. Administrative*

Statutory boards include promotion (including special and spot promotion), selective early retirement (SERB) and the various continuation boards. All other boards are administrative. Statutory boards are governed by

law, primarily Title 10 of the U.S. Code. Administrative boards are governed by instruction or policy. Statutory boards are convened by SECNAV. Administrative boards are convened by the Chief of Naval Personnel (CNP) or Commander, Navy Personnel Command (CNPC).

Statutory board results are approved by the President, SECDEF or SECNAV. Administrative boards are approved by CNP/CNPC.

Membership on statutory boards is set by statute and SECNAVINST 1401.3 (which is very specific as to designator mix and paygrade). Membership requirements for administrative boards are determined by the board sponsor.

### *The Precept*

A precept is a document, signed by the convening authority and directed to the president of the board, giving general and specific guidance to the board regard-

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ing the criteria upon which their selections should be based. The precept is the only guidance for selection provided to a board.

Using the precept as guidance, the only other sources of information about an officer allowed for consideration by a statutory board are the following:

- \*microfiche – contains your FITREPs, picture, personal awards and other matters of official record.
- \*Performance Summary Record (PSR)/Officer Summary Record (OSR) – your career resume containing a summary of your microfiche.
- \*any correspondence the officer submits to the board about his/her record.

Administrative boards work the same, except for those boards requiring an application package (i.e., the LDO/CWO Inservice Procurement, Federal Executive Fellowship (FEF), Test Pilot, Lateral Transfer/Redesignation, etc.), which is also reviewed by board members.

No information other than what is listed above is allowed to be discussed or presented before a board.

The mission of any board is to select those “best qualified” based on performance. Additional guidance in the precept addresses equality in the consideration of minority officers and consideration of historic preexisting restrictions on the assignability of women officers. Language is also directed at non-traditional career paths of officers with subspecialties to ensure the future needs of the Navy are met by officers with particular skills. Also singled out in the precept for consideration by the board are an officer’s performance of duty in a joint billet, and the unique career paths and needs of the Navy with respect to the Acquisition Professional (AP) community.

Administrative board precepts are standardized and mirror the language used in statutory boards. Precepts for administrative boards may also contain an additional section in which the board sponsor provides specific guidance to the board, tailored for that particular board’s function. This may include quotas or numbers to select, including alternates; additional program eligibility criteria; amplification of unique career paths; or other information deemed necessary by the board sponsor.

Administrative boards make selections which were once made by committees within NPC or by detailer action. The evolution of the administrative board process into its current formal nature ensures an extremely fair and

impartial appraisal of officer records. Administrative boards are pivotal to most officers at one or more points in their career. Prepare for an administrative board as diligently as you would for a promotion board. Review your microfiche, PSR/OSR and Officer Data Card (ODC) for accuracy well in advance of the board. Your PSR/OSR is particularly crucial because it is used to present your record in “The Tank.” The entire board only sees your PSR/OSR. A briefing officer (who presents your record to the entire board) is immediately on the defensive if he/she must explain a poor first impression made by an inaccurate PSR/OSR. Also, ensure your photograph is current and in the correct uniform.

Are administrative boards important and can they affect your standing in a promotion board still three to four years away? Absolutely. Virtually all officers in all designators have career milestones they must meet to maintain upward mobility within their communities. Many of these career milestone opportunities are determined through administrative board action. You must succeed in the administrative board selection process to remain truly competitive for your next statutory board.

The following example illustrates the typical promotion (statutory) board process, although the administrative board process is virtually the same.

## ***Convening The Board***

Promotion boards are convened by SECNAV as authorized by statute. SECNAV provides (via ALNAV) the board schedule and promotion zones at least 30 days before the first scheduled convening date for selection boards of the next fiscal year (see pages 18-20 for board dates). Although they are for FY01, board dates do not change much from year to year.

## ***Preparation***

Preparation for a promotion board begins four months before its convening date. The initial list of eligible officers is compiled and modified as required. The eligible list is continually synchronized with an official automated database to ensure consideration of all candidates. The master file is queried six weeks prior to the board convening for FITREP continuity. Messages are sent for those missing. If you receive a message, be sure to send missing FITREPs to the requester – usually PERS-322, and not your detailer. One week before the board convening date, assistant recorders review the

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record of each candidate, transcribe late flowing data onto the PSR/OSR, and ensure FITREP continuity for at least the last five years.

Board members then arrive at NPC and convene the board. Board membership is secret until the board convenes. Members are specifically directed not to visit detailers prior to or during board deliberations. The process is designed to ensure a level playing field for all involved. As stated previously, board membership is carefully balanced to represent the demographics of all the candidates in the selection zones.

The precept is discussed and the board gets to work. The initial step is the individual record review. Again, each service record is made up of three parts – microfiche, PSR/OSR and any correspondence from the individual.

The board considers carefully, without prejudice or partiality, the record of every eligible officer. The officers selected are those whom a majority of the members of the board consider best qualified for promotion, giving due consideration to the needs of the Navy for officers with particular skills. In addition to the standard of best qualified, all officers recommended for promotion must be fully qualified; that is, each officer must be capable of performing the duties of the next higher grade. The “best and fully qualified” standard is applied uniformly to all eligible officers whether below, in or above the promotion zone.

### ***In “The Tank”***

After the records review phase, the board moves on to the next step – the selection phase. For this phase, most boards move into a room called “The Tank” (a private, theater-like room where all the members discuss and vote on candidates). The annotated PSR/OSRs (see pages 25-27) are projected onto large screens in the tank, and each record is briefed by the board member who reviewed the candidate’s microfiche. The board, using the precept as guidance, recommends (within the numbers authorized) those candidates it considers “best qualified” for selection.

After the briefing officer has discussed the candidate and all questions have been asked and answered, each member uses a “secret ballot” computer keypad located on the arm of their seats to vote a confidence level for the selection of the candidate. Each member can vote either 100 percent (the member is 100 percent sure the

candidate should be selected), 75 percent, 50 percent, 25 percent, or 0 percent (the candidate should NOT be selected). After all the votes are cast, a computer in “The Tank” combines them into an overall confidence rating, which is then displayed as a percentage on a monitor for all the board members to see.

The confidence rating of each candidate is recorded and then ranked after all the records have been reviewed. The board president then selects a number of the records from the top scorers to be “tentatively selected.” The president will propose this selection as a motion to the entire board. The board will either vote on the motion or members will offer counter-proposals. Which-ever proposal is accepted, it is accepted by a majority vote of all the members. This same scenario is repeated when the board attempts to determine which number of the bottom scoring candidates should be “dropped from further contention.”

All the candidates between the “selected” and “dropped” scores are then re-reviewed. Each candidate receives another confidence rating and the process starts over again. Several “tank” sessions are usually required before the board comes up with the final number of candidates they feel are best qualified for promotion.

### ***Releasing The Results***

The board completes its deliberations and votes to confirm the tentative selections. The board then provides a select list to SECNAV via the chain of command (as seen in figure 1 on the next page), and it is subsequently approved by SECDEF. A select ALNAV message is then released (usually 12-16 weeks after the board adjourns). Results will also be available on the BUPERS/NPC Access and the BUPERS/NPC Home Page. Under the normal promotion phasing plan, five percent of the 04/05/06 selectees will be promoted in each of the first eight months (40 percent), and 15 percent in each of the last four months (60 percent) of the fiscal year. For those officers selected to LCDR and above, Senate confirmation is required before promotion. Frocking is not authorized unless specified by separate NAVADMIN.

At the end of every month, a NAVADMIN message announces the promotees for the first day of the following month. On that date, an officer whose name appears on the message is considered to have accepted the promotion unless it is specifically declined. However, the promotion document (NAVPERS 1421/7) is still required whether accepting or declining the promotion.

## Corresponding With The Board

Although the recorders check for current and complete FITREPs, you owe it to yourself to make sure the board has your complete and accurate record. Six months before a board for which you are eligible convenes, you should send off for any documents you may need to review (see the Reference Corner on the back cover.)

Documents you receive after you have reviewed your record (such as FITREPs, personal awards, etc.) should be copied and forwarded in a letter to the president of your selection board. Any corrections you have made to your record should also be mentioned. A command endorsement of your letter to the president of the board is not necessary. Only those officers who are eligible before a selection board may correspond with the president. Any endorsement or letter written on your behalf must go via you, or it will be returned to the originator. All correspondence must be received by the board convening date. All late correspondence will be returned.

If you have any questions about the Active Duty promotion/selection process, contact PERS-85 (Officer Promotions Division) at DSN 882-3252, Comm (901) 874-3252. If you have any questions about Reserve promo-

tions/selections, contact PERS-86 at DSN 882-4525, Comm (901) 874-4525. You may also check out the BUPERS Web Site at <http://www.bupers.navy.mil>, choose Selection Boards (either Line or Staff Officer) and go to the appropriate page. □

**Figure 1**

STEPS IN THE CHAIN	REVIEWING OFFICIAL ACTION
CNP	REVIEW BOARD RESULTS, RECOMMEND NOMINATION OR DEFERRAL* FOR INDIVIDUAL OFFICERS
OFFICE OF THE JUDGE ADVOCATE GENERAL	REVIEW BOARD REPORTS FOR LEGALITY OF PROCESS, REVIEW AND COMMENT ON ANY CASES OF SPECIAL INTEREST
VCNO/CNO	REVIEW BOARD REPORTS AND RECOMMENDATIONS MADE BY CNP, PROVIDE ADDITIONAL COMMENT/RECOMMENDATIONS IF APPROPRIATE
SECNAV	APPROVE AND FORWARD THE RECOMMENDATIONS FOR NOMINATION TO THE SECRETARY OF DEFENSE, DEFER* RECOMMENDATIONS FOR NOMINATION AS DEEMED APPROPRIATE
JOINT CHIEFS OF STAFF	REVIEW BOARD REPORT FOR COMPLIANCE WITH JOINT OFFICER MANAGEMENT STATUTES (LCDR AND ABOVE ONLY)
OSD	APPROVE BOARD RESULTS, THIS IS THE FINAL STEP FOR LT BOARDS. THE ALNAV ANNOUNCING SELECTION IS RELEASED AFTER OSD APPROVAL. FOR LCDR THROUGH CAPT BOARDS, FORWARD RECOMMENDATION TO THE PRESIDENT TO NOMINATE OFFICERS FOR PROMOTION
PRESIDENT OF THE UNITED STATES	NOMINATE THE OFFICERS FOR SENATE CONFIRMATION
SENATE	CONFIRM THE NOMINATION OF OFFICERS TO EFFECT PROMOTION

\*If an officer's name is deferred from the nomination process, he/she will be informed of the action as soon as the selection list is announced. The officer will be afforded an opportunity to comment on the circumstances in question before a final decision regarding nomination for promotion is reached.

## FY01 Selection Board Schedule

<b>Title of Board</b>	<b>Sponsor</b>	<b>Convene</b>	<b>Adjourn</b>
Foreign Area Officer	PERS-442	10/4/99	10/8/99
Reserve O8 Line	PERS-86	10/4/99	10/5/99
Reserve O8 Staff (SHCE)	PERS-86	10/6/99	10/6/99
Fleet Support Major Command	PERS-4419	10/14/99	10/15/99
Supply Corps Commander Sea	PERS-4412	10/18/99	10/22/99
Doctoral Studies Selection (PHD)	PERS-440B	10/19/99	10/21/99
Active O8 Line	PERS-00F	10/21/99	10/21/99
Active O8 Staff (CEC, SHCE, JAGC)	PERS-00F	10/21/99	10/22/99
Deputy JAG	PERS-00F	10/21/99	10/22/99
Transfer/Redesignation #1	PERS-811	10/25/99	10/29/99
Joint Specialty Officer	PERS-45J	10/25/99	10/29/99
Aviation Major Command	PERS-43B	10/25/99	10/29/99
Res Maj Cmd/TAR CAPT Cont./TAR SERAD	PERS-4417	10/25/99	10/29/99
Inactive Reserve O5/O6 Line	PERS-911	11/1/99	11/1/99
Reserve O7 Line	PERS-86	11/1/99	11/5/99
TAR O7 Line	PERS-86	11/1/99	11/5/99
NJROTC	CNET	11/1/99	11/5/99

Pol-Mil	PERS-440B	11/1/99	11/5/99
Federal Executive Fellowship (FEF)	PERS-440B	11/1/99	11/5/99
A.S. Moreau Scholarship	PERS-440B	11/1/99	11/5/99
FLEET NROTC Scholarship	PERS-440B	11/1/99	11/5/99
Olmstead Scholarship	PERS-440B	11/1/99	11/5/99
Executive Training Program (ETP)	PERS-440B	11/1/99	11/5/99
Inactive Reserve O4 Line/Staff Continuation	PERS-911	11/5/99	11/5/99
1st Quarter Spot Promotion	PERS-85C	11/5/99	11/5/99
Crypto CDR Command	PERS-4410	11/8/99	11/10/99
TAR Aviation OIC	PERS-4417	11/15/99	11/19/99
Active O8 Supply Corps	PERS-00F	11/17/99	11/17/99
Asst. JAG	PERS-00F	11/17/99	11/18/99
Surface Warfare Board** (title TBD)	PERS-413	11/18/99	11/19/99
Active E8/9 Special	PERS-852	12/6/99	12/10/99
Reserve O7 Staff (MC, DC, JAGC, CEC)	PERS-86	12/6/99	12/10/99
Command Master Chief Selection #1	PERS-40FF	12/6/99	12/10/99
Active Special Promotion Board	PERS-85C	12/6/99	12/8/99
Fleet Support Principal Assignment	PERS-4419	12/6/99	12/10/99
Medical Enlisted Commissioning Program	PERS-811	12/6/99	12/10/99
CNRC REIP	CNRC-113	12/8/99	12/10/99
MSC Inservice Procurement	PERS-811	12/13/99	12/17/99
Senior Enlisted Academy Selection #1	PERS-40FF	12/13/99	12/15/99
Surface Major Command	PERS-41A	12/13/99	12/17/99
NC Duty Under Instruction	PERS-4415	12/13/99	12/17/99
TAR Transfer/Redesignation #1	PERS-4417	12/13/99	12/17/99
Submarine Major Command Screen	PERS-423	12/13/99	12/14/99
Submarine Department Head Screen	PERS-423	12/15/99	12/16/99
Reserve O6 Line	PERS-86	1/10/00	1/21/00
TAR O6 Line	PERS-86	1/10/00	1/21/00
Active O6 Line	PERS-85	1/11/00	1/21/00
Active O6 Staff	PERS-85	1/18/00	1/24/00
Surface CDR Command	PERS-410	1/31/00	2/5/00
Reserve E8/9	PERS-862	1/31/00	2/18/00
Active LDO/CWO Inservice Procurement	PERS-811	1/31/00	2/18/00
Active O7 Staff (MC, DC, NC, SC, CHC, CEC)	PERS-00F	2/7/00	2/11/00
Active O7 Line	PERS-00F	2/7/00	2/11/00
Acquisition Professional Community #1 (APC)	PERS-447	2/8/00	2/10/00
2nd Quarter Spot Promotion	PERS-85C	2/18/00	2/18/00
JAG O3	PERS-85	2/24/00	2/25/00
CHC O3	PERS-85	2/24/00	2/25/00
Law Education Program (LEP)	PERS-4416	2/24/00	2/25/00
Major AIMD	PERS-446C	2/24/00	2/27/00
Active E8/9	PERS-852	2/28/00	4/7/00
Test Pilot #1	PERS-446B	2/29/00	3/2/00
Reserve O5 Line	PERS-86	3/6/00	3/17/00
TAR O5 Line	PERS-86	3/6/00	3/17/00
Active O5 Line	PERS-85	3/7/00	3/24/00
LT TAR Continuation	PERS-911	3/21/00	3/22/00
Active O5 Staff	PERS-85	4/10/00	4/14/00
Reserve O6 Staff	PERS-86	4/17/00	4/28/00
TAR O6 Staff	PERS-86	4/17/00	4/28/00
Reserve O5 Staff	PERS-86	4/17/00	4/28/00
TAR O5 Staff	PERS-86	4/17/00	4/28/00

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Transfer/Redesignation #2	PERS-811	4/17/00	4/21/00
Active O4 Line	PERS-85	4/25/00	5/12/00
Reserve LDO/CWO Inservice Procurement	PERS-911	5/1/00	5/5/00
NJROTC	CNET	5/1/00	5/5/00
Surface LCDR CO/XO	PERS-413	5/1/00	5/5/00
Active O4 Staff	PERS-85	5/15/00	6/2/00
Active O3 Staff	PERS-85	5/15/00	6/2/00
Reserve O4 Line	PERS-86	5/15/00	5/26/00
TAR O4 Line	PERS-86	5/15/00	5/26/00
Active E7 Special Advancement	PERS-852	5/15/00	5/18/00
Special Warfare CO/XO Screen	PERS-415	5/22/00	5/26/00
3rd Quarter Spot Promotion	PERS-85C	5/26/00	5/26/00
CEC PG Screen	PERS-4413B	5/31/00	5/31/00
SC PG Screen	PERS-4412J	5/31/00	5/31/00
Active CWO 3/4	PERS-85	6/5/00	6/9/00
Reserve E7	PERS-86	6/5/00	6/23/00
Submarine CO/XO Screen	PERS-42B	6/12/00	6/16/00
Reserve O4 Staff	PERS-86	6/12/00	6/16/00
TAR O4 Staff	PERS-86	6/12/00	6/16/00
Reserve O3 Staff	PERS-86	6/12/00	6/16/00
TAR O3 Staff	PERS-86	6/12/00	6/16/00
TAR Transfer/Redesignation #2	PERS-4417	6/12/00	6/16/00
Command Master Chief Selection #2	PERS-40FF	6/19/00	6/23/00
Senior Enlisted Academy Selection #2	PERS-40FF	6/26/00	6/28/00
Reserve CWO 3/4	PERS-86	6/26/00	6/30/00
Active O3 Line	PERS-85	6/26/00	6/30/00
Active E7	PERS-852	7/6/00	7/31/00
Reserve O3 Line	PERS-86	7/17/00	7/21/00
TAR O3 Line	PERS-86	7/17/00	7/21/00
VADM Stockdale Leadership Award	N131L1	7/27/00	7/27/00
Reserve Aviation CDR Command	PERS-4417	7/31/00	8/4/00
SelRes O5/O6 Command Screen	CNRF	8/1/00	8/11/00
Test Pilot #2	PERS-446B	8/8/00	8/10/00
4th Quarter Spot Promotion	PERS-85	8/10/00	8/10/00
MSC Duty Under Instruction	PERS-4415	8/28/00	9/1/00
Permanent Military Professor	PERS-444	8/28/00	9/1/00
Oceano Command Screen	PERS-449	8/28/00	8/30/00
Medical Corps CO/XO Screen	PERS-4415	8/28/00	9/1/00
O4 URL, RL, Staff, LDO Continuation	PERS-813	8/28/00	9/1/00
Intell CDR Sea	PERS-4411B	9/11/00	9/15/00
Seaman to Admiral	PERS-811	9/18/00	9/29/00
Aviation CDR Command	PERS-432	9/18/00	9/29/00
Surface Department Head Screen	PERS-412	9/18/00	9/22/00
Acquisition Professional Community #2 (APC)	PERS-447	9/19/00	9/22/00

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# Your Microfiche

{PERS-313DB}: DSN 882-3414, Comm (901) 874-3414; Fax (901) 874-2664

## Your Microfiche Record

Navy Personnel Command maintains an electronic personnel record via EMPRS for every Navy active duty member and reservist. However, if requested, you can receive a microfiche copy of your electronic record.

An officer's personnel record is a compilation of up to five separate microfiche designated Fiche 1 through Fiche 5. Officers who are prior enlisted have an additional record consisting of Fiche 1E through 3E. Each fiche has the name, SSN and fiche number at the top. Each fiche has seven rows of images (A through G) and 14 columns.

Do not assume that NPC will review all records and notify members of missing documents. You should order a copy of your microfiche record at least six months before any selection board for which you are eligible. You can review your record electronically in the records review room at NPC in Wood Hall (Bldg 769), Rm K615, or you can request a microfiche copy by mail or fax. NAVPERS 1070/879 is the official form used to order a copy of your microfiche record. Ensure you include a correct return address, telephone number, name, rank, SSN and signature. You cannot order microfiche by phone or E-mail because your signature is required. The order form is available on the BUPERS Web Site (<http://www.bupers.navy.mil>) under selection boards.

If a command has more than one individual eligible for an upcoming selection board, the command can order multiple records. The request is required to be on letterhead, signed by direction and have the name, grade and social security number of each individual.

When reviewing your record, remember that active duty promotion boards screen information that appears on Fiche 1, 2, 4 and 5. Selection board records are pulled one to three months before the convening date.

## Officer Records, Fiche by Fiche

**Fiche 1:** Photo, five rows of fitness reports and two rows of awards. If there are additional FITREPs or awards they are contained on trailer fiches (T01, T02, etc.). Letters of commendation will not be retained in the microfiche record. They should be noted in FITREPs. However, copies of these letters may be sent to selection boards as part of a letter to the board.

123-45-6789

1

JONES, JOHN P

A PHOTO AND FITNESS REPORTS

B

C

D

E

F COMMENDATORY DATA, MEDALS, AWARDS, CITATIONS

**Fiche 2:** Education (transcripts, diplomas and military correspondence courses); qualifications (designator qualifications; not command qualifications such as OOD, CDO, etc., which should be noted in FITREPs); appointments and promotions; reserve status (USNR appointment, reserve officer performance record); service determination (statements of service, DD-214s, separation letters); miscellaneous professional history.

**Fiche 3:** Security/personal history; record of emergency data; record changes (SSN/name changes); personal background data (home of record, casualty data); miscellaneous personal data (medical forms, physicals, SGLI beneficiary form).

**Fiche 4:** Orders (new appointment, first duty, inactive duty, active duty for training, recall to active duty and separation).

**Fiche 5:** Privileged information (medical board cover letters, POW data, adverse data – NJP letters, administrative/punitive letters, detachment for cause).

If you have any questions, please call:

Microfiche Customer Service: DSN 882-3413/3415/  
3416, Comm (901) 874-3413/3415/3416

Microfiche Fax Ordering: DSN 882-2664, Comm (901)  
874-2664

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# Performance Summary Record (PSR)

Now that you understand how the selection board process works, the following information will demonstrate how boards use the Performance Summary Record (PSR) to make their selections. In our example, LCDR Jones applied for the Foreign Area Officer selec-

On the first entry in this example, LT ("O3") John Jones, who is attached to COMDESRON 66 (CDS 66), as Operations Officer ("OPS") received a FITREP beginning 15 May 1995 ("051595") and ending 31 January 1996 ("013196"). This report covered an eight ("08")

PERFORMANCE SUMMARY REPORT										PAGE 3 OF 3									
NAME (LAST FIRST MIDDLE) JONES, JOHN P.					DESIG/RATE 1110			SSN 123-45-6789											
PG	STATION	DUTY	DATES	MOS	REPORTING SENIOR			TRAITS		AVERAGE		PROMOTION REC		RPT TYPE					
					NAME	PG	TITLE	1	2	3	4	5	IND SUM	R/S CUM	SP	PR	P	MF	EP
O3	CDS 66	OPS	051595 013196	08	JAMES D L	06	COM				3	4	4.57 4.80	12 4.82	0	0	5	5	2
O4	CDS 66	OPS	020196 103196	08	JAMES D L	06	COM			3	3	1	3.71 4.00	10 4.00	0	0	5	X	3
O4	CDS 66	OPS	110196 011098	14	JAMES D L	06	COM		1	4	5		4.00 3.65	15 3.38	0	0	2	X	2
O4	SWOS NEWPORT	INST	011198 103198	09	PATRICK B B	06	CO		1	3	2		4.17 4.25	5 4.25	0	0	2	X	2

tion board. Using the data already shown (microfiche and FITREP), the following PSR examples show how this information is tied together for the board's use.

The Performance Summary Record (PSR) is an administrative tool to reduce a selection board's workload. The PSR summarizes an officer's professional and performance history – in essence, it is an officer's resume to the selection board. The person who briefs your record in "the tank" actually briefs the PSR that is shown on the five screens in "the tank."

month period. His reporting senior was CAPT James ("JAMES D L" "06"), who was the Commander ("COM"). For trait grades, he received three "4.0" grades and four "5.0" grades. His individual trait average was 4.57 and the reporting senior's trait grade average for this summary group was 4.80. He was in a summary group (competitive category) consisting of 10 individuals (add 5, 3 and 2 reflected in the summary line of the promotion recommendation column). The total number of LTs reported on by the reporting senior, regardless of designator (Active and Reserve, Line and Staff), was "12." The reporting senior's cumulative average for the

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two LTs he had evaluated on up to the end date of this report and the 10 included in this report, was 4.82. Reporting senior cumulative averages are updated 90 days after the end date of the report. LT Jones was given a promotion recommendation of "Must Promote" ("X") along with two others in the summary group. Five individuals in the summary group were given "Promotable" recommendations, and two were given "Early Promote" promotion recommendations. The report was a regular ("RG") report which maintained his record continuity (Concurrent and Operational Commander Reports do not count for continuity).

The PSR consists of the cover page (page 27) and pages to document the old system reports and the new system reports. The old fitness reports are documented by the "old" performance summary record format.

Since now-LCDR Jones checked his microfiche, PSR, and ODC six months prior to the Foreign Area Officer Board, he saw there were several items missing from his record. One of them was his latest FITREP (pages 28-29). He ensured his Admin Department had sent the entire batch to PERS-311 before calling to check the status. The batch was scanned into the FITREP/EVAL module within a week after being received. It was examined and the entire batch of five reports was accepted. A copy of the summary sheet that was sent with the batch was then printed, stamped "ACCEPTED" and prepped to be mailed back to the reporting senior. When LCDR Jones' FITREP was accepted to the mainframe, the adjacent PSR entry was made into his official record.

### ***The PSR Cover Page***

When a board reads a PSR, it starts with the cover page. The comments in our example (page 25) were handwritten by the briefer in selection boards prior to EMPRS. As you can see, they are now typed in on the PSR image shown on their screen. The circles and lines are now drawn with the computer, and there is no need for a pencil since there is no paper. The briefer (the board member who reviewed LCDR Jones' record) made these remarks to amplify LCDR Jones' career to the other board members when they are voting in the tank.

Apart from the standard information (name, SSN, birth date, etc.) at the top, the biggest eye catcher is the primary grade assigned to the record ("B ++") by the briefer (Board Member 23). That represents the briefer's view of how LCDR Jones' record compares with

others he/she has seen. The other board members make their own determination of how LCDR Jones' record compares.

The briefer circled the master's degree entry (believing it merits special attention due to it being in Foreign Affairs, and LCDR Jones earned it while he was on shore duty at BUPERS after regular duty hours) and the EOOW qualification (because he earned it during his OPS department head tour on USS FLETCHER). The briefer also notes the Navy and Marine Corps Achievement Medal LCDR Jones earned in the middle of his tour on USS HALSEY. The pre-board record checkers have corrected the number of Navy and Marine Corps Commendation Medals to four, thanks to LCDR Jones sending a copy of his latest award.

The lower right-hand corner of the cover page contains the briefer's summary of LCDR Jones' tour so far, based on both sides of all his FITREP. The "LETTER TO THE BOARD" was put on because LCDR Jones checked his microfiche and PSR, and saw that several documents were missing. LCDR Jones sent those documents to the "President of the Board." These documents were scanned into the selection board module as correspondence. Again, selection boards are paperless! The briefer's recommendation to the board is the last comment, very favorable one.

### ***A look at the "old system" FITREPs in the PSR***

Page 1 of 1 of the PSR proper (page 26) may seem cryptic, but it tells board members a lot about FITREP trends in a short space. Reading left to right on the first line, we see that LCDR Jones was an ENS (1) on USS HALSEY (CG-23) as the Communications Officer. The report opening date was January 1987, covering a five-month period, and CAPT (6) Gregg was the reporting senior. ENS Jones earned (9) A's and (4) B's in the "Specific Performance" category. The raised tick marked number (9-) means that was his average mark for that category. In the "Comparison" category, among the eight (5+3) URL ENSs on USS HALSEY at that time, the raised (5-) means ENS Jones was among the five who received an overall A grade. So the board knows that, in a competitive ranking, ENS Jones was no worse than 5 of 8 ENSs.

In the "Desirability" category, ENS Jones received (4) A's and (1) B. The "Promotion" category tells the board more about where ENS Jones broke out within his own

wardroom. CAPT Gregg chose (3) officers in the “E” block to recommend for accelerated promotion (“rap”); and we see from the (X) in the P block (regular promotion) that ENS Jones wasn’t one of the three. This tells the board he was no better than 4 of 8 ENSs. When you combine this information with the “Comparison” category data, you can see that CAPT Gregg is rating ENS Jones in the middle of the pack within the wardroom (which is called making him a “pack player”).

Under the “Traits” category, ENS Jones earned (4) A’s and (2) B’s. The briefer thought the board would want to know that the B’s were in Military Bearing (“MB”) and Imagination (“I”). The (“P/23”) comment also tells us that ENS Jones passed his PRT but had a body fat percentage of 23 percent, which was over body fat standards. The (RG) tells us that this was a regular FITREP, as opposed to a special or concurrent report.

**FITREP Trends.** Now that you know how the board reads a single FITREP line, let’s see how it may view trends across several FITREPs. LTJG (2) Jones’ third report shows (1) B in “Specific Performance” (which is not necessarily declining performance) after his second FITREP with all A’s. In this case, it is mitigated by the fact that it’s under a new CO, CAPT McGee. The good news is that LTJG Jones is moving up, as he was “rapped” (/6) for the first time.

LTJG Jones is improving rapidly by his fourth report. Not only is he “rapped,” but as the briefer annotated, he was recommended for postgraduate school (“PG”) and he received a mid-tour Navy and Marine Corps Achievement Medal.

By the report dated 0989, LT (4) Jones has become the number one ranked junior officer (“my #1 JO”) and has received a recommendation for department head school (“DH”). LT Jones’ last report on USS HALSEY shows he has become a “pack plus” junior officer. Not only is he still the number one JO on board, but he received his first Navy and Marine Corps Commendation Medal. Because his departure coincided with the regular LT reporting period, LT Jones did not get what is called a “goodbye kiss,” a glowing report and a 1 of 1 ranking (or EP under the new FITREP) which the board may or may not consider as good as being ranked against your peers.

**Shore duty at BUPERS.** Out in Washington, D.C., LT Jones runs into a snag. His next report under CDR Dale is (“declining”) a “non-rapped” FITREP against another

LT who was “rapped” (meaning a 2 of 2 breakout), plus a very significant B (in “Judgment”). The prominent arrows indicate movement “to the right,” which is to be avoided. But to LT Jones’ credit, he comes back under the same reporting senior with a “rap” and another (“NCM”) award.

**Department Head tour.** All charged up, LT Jones then heads off to be OPS on USS FLETCHER (DD-992). He’s ranked (“#3 of 4”) on his first report, but the board realizes it’s hard to shine when you first check on board, so this one is not viewed as declining. Besides, LT Jones continues to improve (something the board always looks for). LT Jones’ last three reports on USS FLETCHER show he was the number 1 ranked department head and that he received his third NCM.

**DESRON Staff Duty.** LCDR Jones’ next assignment was to CDS 66 where he continued to earn competitive “break-out” FITREPs under the new FITREP system, which are annotated as entries in the graphic on page 27. The star highlights and EOT NCM indicates an end-of-tour Navy and Marine Corps Commendation Medal and the overall fourth NCM LCDR Jones had received.

**Shore Duty at SWOS Newport.** LCDR Jones’ next assignment was to Surface Warfare Officer School in Newport, R.I. He hit the deckplates running and qualified as a Master Training Specialist and screened for XO. He was also ranked #2 of five LCDRs in the Combat Systems Department (see FITREP on pages 28-29).

The likely conclusion by the promotion board is that LCDR Jones is an outstanding officer and has strong command rankings and assignment recommendations, as well as several personal awards. □

### ***How are we doing?***

Your feedback is critical to the success of *Perspective*. As we begin our second year using “theme-driven” issues, I hope that we’re covering the topics that are paramount to your career progression. Do you have ideas for future issues? If so, let me know. E-mail me at [perspective@persnet.navy.mil](mailto:perspective@persnet.navy.mil). □

*ENS Eric Petersen, PERS-051*  
*Editor*

NAME			OFFICER SUMMARY RECORD			DATE PROC:			SEQ. NUM:		
SSN	FILE NO	DESIGNATOR	DATE OF BIRTH	AGE	PROF. SERV. DATE	FOR BOARD USE					
123-45-6789		1110	640520	31							
PROM HISTORY: DATE OF RANK	CAPT.	CDR	LCDR 960501	LT 900601	LTJG 880601	ENS 860510	WARRANT				
PRESENT DUTY STATION SWOS NEWPORT RI			PRESENT BILLET INSTRUCTOR								
EDUCATION			SERVICE SCHOOLS ATTENDED								
COLLEGE U MARYLAND	MAJOR FRGN AFF	LANG PROF XX26	SUB-SP XX26	COURSE: DATE/WKS:	SURF WF OFF 8612 16						
USNA	86 BACH/1PR	ECONOMICS	OFF DUTY @ BUPERS	COURSE: DATE/WKS:	SURF DEPT HEAD/TAO 9308 25						
ACTIVE DUTY BASE DATE 0586	PREVIOUS MIL SERVICE: NO	YEAR	MONTHS	HIGHEST RATE/GRD	REMARKS						
PERSONAL DECORATIONS		NAV COM NAV ACHV		04 01 MIDTOUR ON CG23		CG23 PACK+ BUPERS PACK DD992 PACK++ <u>STRONG TOUR OVERALL</u> <u>RECOMMEND SELECT!</u>					
SPECIAL QUALIFICATIONS		7. 8. 9. 10. 11. 12.		LETTER TO THE BOARD							

23  
B++

NAME:		JONES, JOHN P		DESIG: 1110		123-45-6789		PAGE 1 OF			
GRADE	STATION	DUTY	RPT #	REPORTING	SPECIF	PERF	COMPARISON	DESIRABILITY	PROMOT	TRAITS	1 REM
			DATE	OS	1	2	3	4	5	6	7
1	CG23 HALSEY	COMM	0187	5	6	9-4	5-3	4-1	3 X	4-2	RG
1	CG23 HALSEY	COMM	0687	12	6	3-1	5-3	5-	4 X	6-	RG
2	CG23 HALSEY	COMM	0688	3	6	2-1	5-3	5-	/6	6-	RG
2	CG23 HALSEY	COMM	0988	6	6	1-3	5-3	5-	/6	6-	RG
3	CG23 HALSEY	CICO	0389	6	6	3-1	5-3	5-	/6	6-	RG
3	CG23 HALSEY	CICO	0989	5	6	3-1	5-3	5-	/6	6-	RG
3	CG23 HALSEY	CICO	0290	12	6	3-1	5-3	5-	/6	6-	RG
3	BUPERS	PERS	0291	12	5	1-1	2-INITIAL REPORT	5-DECLINING	1 X	6-	RG
3	BUPERS	PERS	0292	12	5	1-1	2-NOT RANKED BUT NCM	5-RECOVERED	1	5-	RG
3	SWOS NEWP	STU	0293	7	6	9-		5-		6-	RG
3	DD 992 FLETCHER	OPSO	0993	5	5	3-1	4-#3 OF 4	5-	/4	6-	RG
3	DD992 FLETCHER	OPSO	0294	12	5	3-1	4-#2 OF 4	5-	/4	6-	RG
3	DD992 FLETCHER	OPSO	0295	3	5	3-1	4-#1 OF 4	5-NCM	/4	6-CMD	RG



PG	STATION	DUTY	DATES	#M	REPORTING		SENIOR	PG	TITLE	TRAITS					AVERAGES					PROMOTION REC					RPT
					OS	NAME				1	2	3	4	5	RPT	CUM	SP	PR	P	MP	EP	TYPE			
03	CDS66	OPS	051595 013196	08	JAMES D L	06	COM							3	4	4.80	4.82	0	0	5	3	2	RG		
04	CDS66	OPS	020196 103196	09	JAMES D L	06	COM							3	3	3.71 4.00	10 4.00	0	0	5	3	2	RG		
04	CDS66	OPS	110196 011098	14	JAMES D L	06	COM							1	4	4.00 3.65	15 3.38	0	0	2	2	1	SUPP		
04	SWOS NEW PT	INST	011198 103198	09	PATRICK B	06	CO							1	3	4.17 4.25	5 4.25	0	0	2	2	1	RG		
																							</		



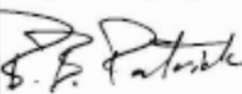

# FITNESS REPORT & COUNSELING RECORD (E7-O6)

RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>JONES, JOHN P</b>				2. Grade/Rate <b>LCDR</b>		3. Design <b>1110</b>		4. SSN <b>123-45-6789</b>	
5. ACT <input checked="" type="checkbox"/> TAR <input type="checkbox"/> INACT <input type="checkbox"/> AT/ADSW/205 <input type="checkbox"/>		6. UIC <b>12345</b>		7. Ship/Station <b>SWOS NEWPORT</b>		8. Promotion Status <b>REGULAR</b>		9. Date Reported <b>98FEB10</b>	
Occasion for Report 10. Periodic <input checked="" type="checkbox"/> 11. of Individual <input type="checkbox"/> 12. Reporting Senior <input type="checkbox"/> 13. Special <input type="checkbox"/>				Period of Report 14. From: <b>98JAN11</b> 15. To: <b>98OCT31</b>					
16. Not Observed Report <input type="checkbox"/>		Type of Report 17. Regular <input checked="" type="checkbox"/> 18. Concurrent <input type="checkbox"/> 19. Ops Cdr <input type="checkbox"/>		20. Physical Readiness <b>P/WS</b>		21. Billet Subcategory (if any) <b>NA</b>			
22. Reporting Senior (Last, FI MI) <b>PATRICK, B B</b>		23. Grade <b>CAPT</b>		24. Design <b>1110</b>		25. Title <b>CO</b>		26. UIC <b>12345</b>	
								27. SSN <b>987-65-4321</b>	
28. Command employment and command achievements. To provide a continuum of professional education and training in support of surface navy requirements that prepare officers (O1-O6) to serve at sea. LV/Transit: 98JAN11-98FEB10									
29. Primary/Collateral/Watchstanding duties. (Enter primary duty abbreviation in box.) <b>INSTRUCTOR</b> Instructor-09; Combat Systems Instructor-07; Master Training Specialist-04. Mentor AEGIS students-04. Responsible for providing instruction in combat systems to prospective Department Heads,									
For Mid-term Counseling Use. (When completing FITREP, enter 30 and 31 from counseling record, sign 32.)				30. Date Counseled <b>98JUL10</b>		31. Counselor <b>HARPER, D D</b>		32. Signature of Individual Counseled <i>John P Jones</i>	
PERFORMANCE TRAITS: 1.0 - Below standards/not progressing or UNSAT in any one standard; 2.0 - Does not yet meet all 3.0 standards; 3.0 - Meets all 3.0 standards; 4.0 - Exceeds most 3.0 standards; 5.0 - Meets overall criteria and most of the specific standards for 5.0. Standards are not all inclusive.									
PERFORMANCE TRAITS	1.0* Below Standards	2.0 Pro- gressing	3.0 Meets Standards	4.0 Above Standards	5.0* Greatly Exceeds Standards				
33. PROFESSIONAL KNOWLEDGE: Technical knowledge and practical application  NOB <input type="checkbox"/>	-Marginal knowledge of rating, specialty or job. -Unable to apply knowledge to solve routine problems. -Fails to meet advancement/PQS requirements.	-	-Strong working knowledge of rating, specialty and job. -Reliably applies knowledge to accomplish tasks. -Meets advancement/PQS requirements on time.	-	-Recognized expert, sought out by all for technical knowledge. -Uses knowledge to solve complex technical problems. -Meets advancement/PQS requirements early/with distinction.	<input checked="" type="checkbox"/>			
34. EQUAL OPPORTUNITY: Fairness, respect for human worth.  NOB <input type="checkbox"/>	-Displays personal bias or engages in harassment. -Tolerates bias, unfairness or harassment in subordinates. -Lacks respect for EO objectives. -Interferes with order and discipline by disregarding rights of others.	-	-Always treats others with fairness and respect. -Does not condone bias or harassment in or outside of workplace. -Supports Navy EO objectives. -Contributes to unit cohesiveness and morale.	-	-Admired for fairness and human respect. -Ensures a climate of fairness and respect for human worth. -Pro-active EO leader, achieves concrete EO objectives. -Leader and model contributor to unit cohesiveness and morale.	<input checked="" type="checkbox"/>			
35. MILITARY BEARING/ CHARACTER: Appearance, conduct, Physical fitness, adherence to Navy Core Values. NOB <input type="checkbox"/>	-Consistently unsat appearance. -Unsatisfactory demeanor/conduct. -Unable to meet one or more physical readiness standards. -Fails to live up to one or more Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Excellent personal appearance. -Excellent demeanor or conduct. -Complies with physical readiness program, within all standards. -Always lives up to Navy Core Values: HONOR, COURAGE, COMMITMENT.	-	-Exemplary personal appearance. -Exemplary representative of Navy. -Excellent or outstanding PRT. A leader in physical readiness. -Exemplifies Navy Core Values: HONOR, COURAGE, COMMITMENT.	<input checked="" type="checkbox"/>			
36. TEAMWORK: Contributions to team building and team results.  NOB <input type="checkbox"/>	-Creates conflict, unwilling to work with others, puts self above team. -Fails to understand team goals or teamwork techniques. -Does not take directions well.	-	-Reinforces others' efforts, meets personal commitments to team. -Understands team goals, employs good teamwork techniques. -Accepts and offers team direction.	-	-Team builder, inspires cooperation and progress. -Talented mentor, focuses goals and techniques for team. -The best at accepting and offering team direction.	<input checked="" type="checkbox"/>			
37. MISSION AC-COMPLISHMENT AND INITIATIVE: Taking initiative, planning, Prioritizing, achieving mission. NOB <input type="checkbox"/>	-Lacks initiative. -Unable to plan or prioritize. -Does not maintain readiness. -Fails to get the job done.	-	-Takes initiative to meet goals. -Plans/prioritizes effectively. -Maintains high state of readiness. -Always gets the job done.	-	-Develops innovative ways to accomplish mission. -Plans/prioritizes with exceptional skill and foresight. -Maintains superior readiness, even with limited resources. -Gets jobs done earlier and far better than expected.	<input checked="" type="checkbox"/>			

NAVPERS FORM 1070 (7-95)

# FITNESS REPORT AND COUNSELING RECORD (E7-O6) (cont 'd) RCS BUPERS 1610-1

1. Name (Last, First MI Suffix) <b>JONES, JOHN P</b>		2. Grade/Rate <b>LCDR</b>		3. Design <b>1110</b>		4. SSN <b>123-45-6789</b>	
PERFORMANCE TRAITS		1.0* Below Standards		2.0 Progressing		3.0 Meets Standards	
38. LEADERSHIP: Organizing, motivating and developing others to accomplish goals.		- Fails to motivate, train or develop subordinates. - Fails to organize, creates problems for subordinates. - Does not set or achieve goals relevant to command mission. - Lacks ability to cope with or tolerate stress. - Inadequate communicator. - Tolerates hazards or unsafe practices. - Does not attend to welfare of subordinates.		- Effectively motivates, trains and develops subordinates. - Organizes successfully, solves problems as they occur. - Sets/achieves useful, realistic goals which support command mission. - Performs well in stressful situations. - Clear, timely communicator. - Ensures safety of personnel and equipment. - Routinely considers subordinates' personal and professional welfare.		- Inspiring motivator and trainer, consistently builds winners. - Superb organizer, great foresight, gets ahead of problems. - Leadership achievements dramatically further command mission. - Perseveres through the toughest challenges and inspires others. - Exceptional communicator. - Makes subordinates safety-conscious, maintains top safety record. - Constantly improves the personal and professional lives of others.	
NOB <input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input checked="" type="checkbox"/>	
39. TACTICAL PERFORMANCE: (Warfare qualified officers only) Basic and tactical employment of weapons systems.		- Has difficulty attaining qualification expected for the rank or experience. - Has difficulty in ship(s), aircraft or weapons systems employment. - Warfare skills in specialty are below standards compared to others of same rank and experience.		- Attains qualifications as required and expected. - Capably employs ship(s), aircraft, or weapons systems. Equal to others in warfare knowledge and employment. - Warfare skills in specialty equal to others of same rank and experience.		- Fully qualified at appropriate level for rank and experience. - Innovatively employs ship(s), aircraft, or weapons systems. Well above others in warfare knowledge and employment. - Warfare skills in specialty exceed others of same rank and experience.	
NOB <input checked="" type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>		<input type="checkbox"/>	
40. I recommend screening this individual for next career milestone(s) as follows: (maximum of two) Recommendations may be for competitive schools or duty assignments such as: LCPO, DEPT CPO, SEA, CMC, CWO, LDO, Dept Head, XO, OIC, CO, Major Command, War College, PG School.						XO AFLOAT WAR COLLEGE	
41. COMMENTS ON PERFORMANCE: * All 5.0 and 1.0 marks must be specifically substantiated in comments. Comments must be verifiable. Bold, underlined, italic, or other highlighted type is prohibited. Font must be 10 or 12 Pitch (10 or 12 Point) only. Use upper and lower case.							
<p>Ranks #2 of 5 LCDRs in the combat systems department. There is virtually no difference in the top two. Definite Early Promote. The system forces me to make him a Must Promote.</p> <p>*33,38 - Superb naval officer. One of most well seasoned and knowledgeable instructors on my staff. His knowledge of combat systems and surface operations is superior. He is an expert in surface tactics and weapon systems deployment. Handles complexity with ease. His enthusiasm is infectious.</p> <p>- Qualified Master Training Specialist.</p> <p>- Screened for Executive Officer.</p> <p>- Scored Outstanding on the PRT.</p> <p>- LCDR Jones' has hit the deck running. His mentorship of AEGIS students has increased test scores by 25%. He sets the example for all staff instructors.</p>							
Promotion Recommendation	NOB	Significant Problems	Progressing	Promotable	Must Promote	Early Promote	44. Reporting Senior Address
42. INDIVIDUAL					X		CAPT B.B. PATRICK DIR, CMDTRNGDEPT SWOSCOLCOM 446 CUSHING RD NEWPORT, RI 02841-1209
43. SUMMARY	<input checked="" type="checkbox"/>	0	0	2	2	1	
45. Signature of Reporting Senior				46. Signature of Individual Evaluated. "I have seen this report, been apprised of my performance, and understand my right to submit a statement."			
 Date: 11/1/98				 Date: 11/1/98			
47. Typed name, grade, command, UIC, and signature of Regular Reporting Senior on Concurrent Report							
Date:							

NAVPERS 16102 (7-95)

# Officer Promotion Planning

{N131F}: DSN 223-2329, Comm (703) 693-2329; Fax (703) 614-6491

Mission success in any naval operation is dependent on skillful planning and proper timing. The skillful planning of a naval career is certainly no exception. While strong performance in tough jobs continues to be the cornerstone of success, certain professional goals should customarily be completed prior to selection/screening boards. Timing of these career goals remains a significant factor when considering the overall career picture.

The very nature of the job of a professional naval officer demands personal responsibility. Officers must take responsibility to review and update their service records to ensure their records are complete and accurate. One obvious reason for this is to ensure that a selection board is provided with an accurate and up-to-date picture of past performance. In this manner, an officer optimizes his chances for promotion, while assisting the board in achieving its goal of selecting those officers that are "best and fully qualified."

It is vital for officers to understand how promotion zones relate to promotion eligibility. In December of each year, following SECNAV approval of the annual Officer Promotion Plan, an ALNAV message is released which announces the selection board convening dates, and defines the various promotion zones for that fiscal year. The "in-zone" officers are identified by the date of rank of the senior and junior officer eligible for consideration in each competitive category. Officers on the active duty list who are senior to the senior in-zone officer are considered "above-zone," and are also eligible for consideration. Finally, the junior officer eligible defines the lower limit of the "below-zone" population, two forecasted zones below the junior officer in zone.

With all that said, a frequently asked question is "when will I receive my in-zone look for promotion?" The answer is complex, and depends largely upon when during your career that you pose the question. The simple truth is that forecasted "out-year" promotion zones change. Not unlike a weather forecast, the more advanced the prediction - the less accurate it ultimately becomes. Additionally, like the weather, numerous factors interact to affect the final outcome. A basic understanding of these factors, and the process by which they affect promotion planning, can go a long way toward helping chart a steady course by which to steer a career.

If the size of the promotion zones were constant from

year to year, it would be a simple matter to predict when any particular officer would move "in-zone." However, zone sizes change in response to numerous factors affecting the promotion planning process. Each year a plan is constructed with the primary goal of meeting the Navy's requirements for officer promotions, based on predictions of these factors over the next five years. The plan is designed to "promote to vacancies," and a simple formula is used to determine the number of officer promotions required in each competitive category. This is often referred to as the number of "picks" required. Factors affecting the final number of picks required include:

- Authorized end strength
- Existing begin strength
- Predicted number of gains and losses

Once the number of required promotions is determined, the actual zone size is established by dividing that number of picks by the promotion opportunity. For example, if the required number of URL CDRs is determined to be 400, and the promotion opportunity is set at 70 percent, then the resultant zone size would be 571 officers.

So why then do zones change? The answer lies in the ability to accurately predict future officer personnel trends. For example, how many accessions, training attrites, retirements and lateral transfers within a given community will there be in 2005? Any out-year zone prediction is therefore only as reliable as the estimation of the variables used in the equation. If officer loss rates are higher or lower than previously estimated, then the subsequent promotion zones have to be adjusted to compensate for the unexpected loss, or the Navy does not meet its requirements. Therefore, each year the Promotion Plan and subsequent promotion zones are adjusted to compensate for changes in these numerous variables.

The law, USC Title 10, requires that officers placed in promotion zones be afforded a "relatively similar opportunity for promotion" over a five-year period. The Secretary of the Navy further defines that requirement with policy guidelines for promotion opportunity and timing ("flowpoint"). For example, the guideline for CDR promotion opportunity is 60-80 percent, with a target promotion flowpoint of 15-17 years. The promotion plan is built to meet existing and forecasted officer requirements by adjusting opportunity and flowpoint within

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these guidelines for each grade and competitive category. As you plan your career and prepare for each selection board, keep in mind that forecasted promotion zones change. The effect may either accelerate or delay your “in-zone look,” or it may simply change your relative position within the zone. The further out your perspective is at the time, the greater the likelihood that the forecasted zone will change. Perhaps the best career advice is to become your own advocate by completing important

career milestones as early as possible, and by taking personal responsibility to review and update your service record frequently. Continue to monitor your promotion eligibility window and contact your detailer, who can help determine when you will be in-zone, as well as provide sound advice concerning the best job for you now. Finally, remember that while timing remains a significant factor when considering your overall career picture, there is no substitute for strong performance. □

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## Officer Promotions

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Every officer is solely responsible for the accuracy and completeness of his or her record when it is presented to a promotion selection board. If something material to an eligible officer's official record is missing during a board, the effected officer must show “due diligence” in their efforts to ensure the board had all pertinent information to make selection decisions. Officers should review their records prior to any year they are considered for a board, and if additional material cannot be included in a timely fashion through normal administrative measures, it is incumbent on the officer to provide that information to the board as a letter to the president of the board. Letters that arrive after convening of the board, are mis-addressed within the Bureau or are otherwise untraceable, do not serve to establish “due diligence.” The information provided below will assist in empowering all officers to ensure their record is ready for their promotion selection board.

Some of the questions that all of us have are:

- How do I communicate with a board?
- Where do I mail my package to the board?
- Who can I check with to see if my correspondence was received?
- Was I selected?
- Who are/were the members of the board?
- Where is the board in the approval process?
- When will I get paid?

There is a single convenient and informative group of Web Pages with this information. The address is **<http://www.bupers.navy.mil>**. Once you enter the Web Site, choose Selection Boards from the grid on the left-hand side of the Page. After the Page changes, scroll down to either Active Duty or Reserve Promotion Board depending on which area reflects your status.

If you choose Active Duty Promotions this link will

provide the following:

**Option to choose Line or Staff Officer Promotions.**

**Select Line or Staff and the following page will have:**

- \*Collar devices depicting specific boards.
- \*Access to Zone ALNAVs, which will identify yearly promotion zones.
- \*Board addresses and fax numbers.
- \*Link to a sample letter to the board.
- \*Telephone number to call to check the receipt of correspondence sent to the board.
- \*E-mail icon to send E-mail directly to the board Technical Advisor.

**By selecting the collar device you are interested in, several more choices become available:**

- \*Board Membership. Selecting this line will bring up a matrix of the board membership.
- \*Board Dates (convene and adjourn).
- \*Anticipated release date of the results.
- \*Selection Board Approval Process. Clicking on this line will bring up a bar chart with the latest status of the approval process.
- \*Pay Increment Plan with directions on how to read the matrix provided. Clicking on this line brings up a matrix showing which month select numbers should be promoted given no changes to the promotion schedule.
- \*Selection Board Statistics. This link brings up a matrix of historical selection statistics from FY95 to FY00.

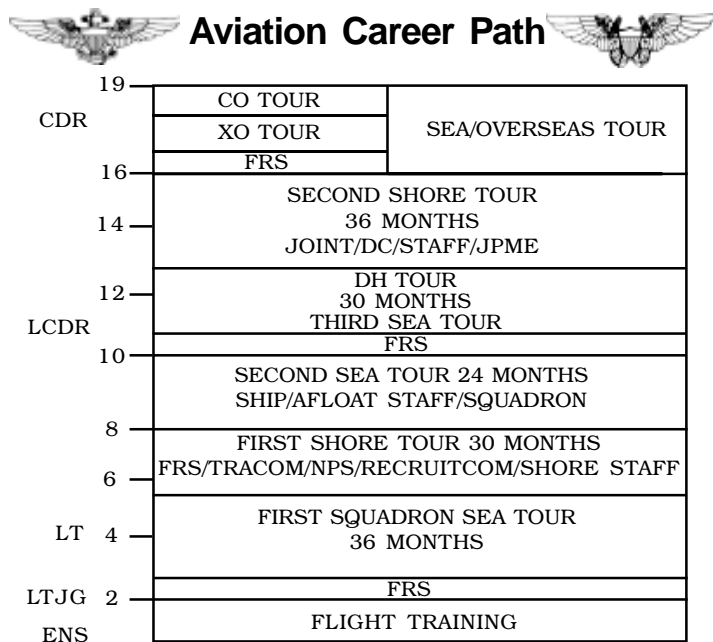
Remember that your participation in maintaining your official record is imperative. Please do not hesitate to call if you need assistance. The more proactive you are in ensuring your record is complete, the easier it is for board members to make their selections. □

*CDR Darrell Cook, PERS-85L*

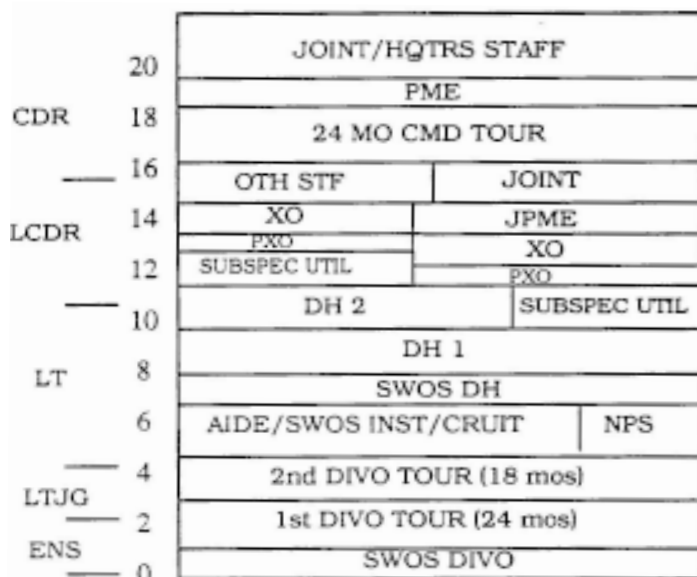


# Career Paths

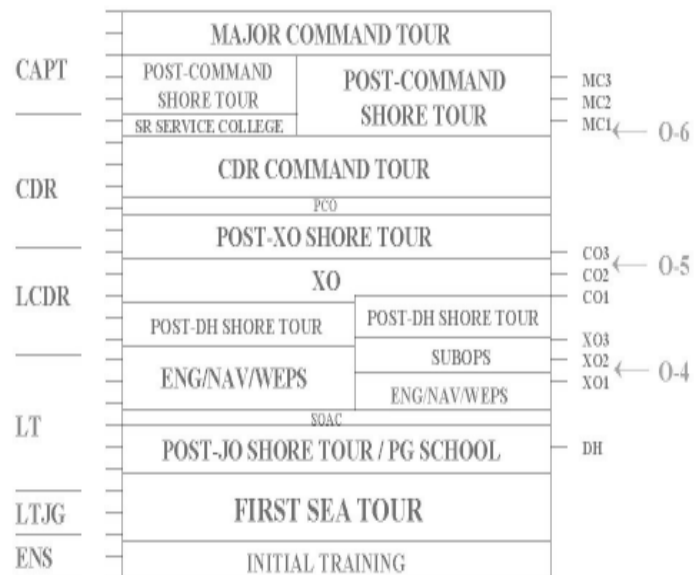
The career paths below are some general career paths for most Unrestricted Line (URL) officers to consider as they come within the detailing window or are simply doing some career planning. Restricted Line and Staff communities typically have their own unique career paths, however most have "milestone" assignments that are necessary for promotion. Detailers of these communities have the best information on career paths.



## Surface Career Path



## Submarine Career Path



It should be understood that no two naval careers will be alike. Although these paths are similar and require "milestone" operational assignments (i.e., Department Head, XO, CO, etc.), the exact timing is not critical. Usually, the earlier an officer can complete a "milestone" assignment, the better. □

## Special Operations Career Path



# ★ LDO/CWO Picture - "Mustang News"

{N131L}: DSN 223-2309, Comm (703) 693-2309; Fax (703) 614-1189



As we turn the page into the next century, the LDO/CWO community is in excellent condition. We are healthy and slowly but surely growing. We have answered the call to help absorb some of the shortfalls in the URL community, and we will continue the effort proudly in the future. The following is a Quick Look at the community:

- For FY99, we accessed 532 primary and 146 alternates for a growth of 678.
- Our promotion flow points remain within DOPMA guidelines (except for Staff).
- LDO/CWO community inventory is 5400 (3,750 LDOs and 1,650 CWOs), making us the THIRD largest Officer community in the Navy.
- We have 63 designators across all warfare specialties.
- For FY00, we had 3,477 applications with an overall selection rate of 17.3 percent (this year we had an increase in applications to 3,522, which is super).
- Now is the time to recruit your relief. I would like to see another increase in applications next year. We are anticipating approximately 450 new LDOs and 275 new CWOs for FY01 with a large bank of alternates.

It is an exciting time for our community. This year we have increased the promotion opportunity for the line LDO/CWOs as follows:

CDR to 60 percent opportunity	LCDR to 80 percent
LT to all fully qualified	LTJG all fully qualified
CWO4 to 75 percent	CWO3 to 95 percent

This is a result of our growth in the above grades. Unfortunately, we did not have growth in our O6 arena; however, we are all working the issue.

Good news for the Staff LDOs! We are going to attempt to split into separate competitive categories for the FY02 boards. The promotion opportunities are as follows for the Staff:

CAPT to 50 percent	CDR to 40 percent
LCDR to 70 percent	CWO3 to LT same as the Line

Other good news is that we have approval from CNP on the reinstatement of the College Degree Completion Program. We are hoping to receive funding in POM 02 to get it back on-line. We will target the first-term LDO/CWOs who have completed their first tour and have a warfare pin (if they are eligible), or who are coming off an overseas tour.

**Laws and Policies of Significance to LDOs and CWOs.** Each LDO/CWO category has its own retirement laws; The following general guidelines, based on Active Duty Base Date (ADB), can be used to compute statutory retirement dates for almost all LDOs/CWOs:

**6XX0 - Permanent LDO:** CAPT: First day of second month after 38 years total active Naval service. CDR: First day of second month after 35 years total active Naval service, or first day of seventh month after failing to select for O6 for second time, whichever occurs first. LCDR/below: First day of second month after 30 years total active service, or first day of seventh month after failing to select for next higher grade for second time, whichever occurs first.

**6XX1 - Temporary LDO/Permanent CWO:** All grades: First day of third month after 30 years total active service, or first day of seventh month after failure of selection for next higher grade for second time, whichever occurs first.

**6XX2 - Temporary LDO/Permanent Enlisted:** All grades: First day of second month after 30 years total active service, or first day of seventh month after failure of selection for next higher grade for second time, whichever occurs first.

**7XX1 - Permanent CWO and 7XX2 - Temporary CWO/Permanent Enlisted:** All grades: First day of third month after 30 years total active service, or first day of seventh month after failure of selection for next higher grade, whichever occurs first.

**Minimum Service Requirements.** By law, an LDO must complete 10 years of commissioned service to retire as an LDO. CWOs must serve the initial three year obligation after accepting appointment before being eligible for voluntary retirement. All officers must fulfill obligated service requirements for education programs, etc., and comply with DOD/SECNAV area tour requirements. Once promoted, there are certain obligated service requirements that individuals must meet to be retirement eligible. If an officer is involuntarily retired before meeting minimum time in-grade requirements, SECNAV may authorize retirement in the highest grade held. In this case, LDOs must serve a minimum of six months in grade, and CWOs a minimum of 31 days in grade. Again, this only applies to involuntary retirements.

**Revert and Retire.** Permanent officers may not revert to a former status. Temporary LDOs/permanent CWOs are retired with the pay of the highest grade held, unless they revert before retirement.

We are a proud community and will lead the Navy into the future. Thank you all for your support. Remember what we stand for: Honor, Courage and Commitment. □

*CAPT Bob Ruple, PERS-211L*



# Navy Personnel Command Directory

For E-mail address, replace xxx with listed PERS-Code:

Example: to E-mail the Submarine Junior Officer Shore Detailer(PERS-421c):

For Commercial Phone Numbers add:

xxxx@persnet.navy.mil

p421c@persnet.navy.mil

(901) 874-XXXX for DSN 882

(703) 614-XXXX for DSN 224

(703) 693-XXXX for DSN 223

(301) 757-XXXX for DSN 757

(202) 433-XXXX for DSN 288

(703) 695-XXXX for DSN 225

## Perspective and LINK Magazines

051 Managing Editor, Perspective and LINK Magazines  
051A Editor, LINK Magazine

ENS Petersen  
JOC(SW/AW) Morley

882-4135  
882-4136

## NPC Access/IVR and NPC Home Page Technical Support

1023 NPC Access Data Personal Account  
NPC Access Data Command Representative Account  
Interactive Voice Response (IVR)  
NPC Home Page Technical Support

1-800-762-8567  
DP1 Bostic

1-800-346-0217  
1-800-951-NAVY  
882-3496

## Personnel Policy Advisors

N130F Personnel Exchange Program (PEP) Advisor  
447 Acquisition Professional (AP) Coordinator  
00W/N13WW Special Assistant for Women's Policy  
N123J Joint Policy Advisor  
45J Director, Joint Officer Management  
45J1 JPME Phase II Quota Control  
N123C TAD/Joint Operations Assignments Advisor  
N123C1 TAD Assistant  
61 Director, Professional Relationships Division  
612 Equal Opportunity/CMEQ Advisor  
613 Sexual Harassment/Fraternalization Advisor  
00J Special Assistant for Minority Affairs  
00J1 Navy Affirmative Action Plans Advisor  
00J2 Minority Affairs Liaison Officer  
00J3 Minority Affairs Liaison Officer

LT Wright  
CAPT Kreutner  
CAPT Long  
LCDR Grace  
LCDR King  
LCDR Greife  
CDR Kroft  
PNC(AW) Drew  
CDR Marmann  
LT Bailey  
LT May  
CDR Evans  
LCDR Castillo  
LCDR Castillo  
LT Chandler

224-5393  
882-3837  
225-9385  
225-3616  
882-4217  
882-4218  
225-3748  
224-1012  
882-4271  
882-4281  
882-4283  
225-2897  
224-2008  
224-2008  
225-2824

## Microfiche, PSR/OSR, Selection Boards, Fitness Reports, ODC Support

311 Customer Service  
311 Branch Head  
311 FITREP/Eval Support, FITREP/Eval Selection Board Support  
312G Officer Data Card (ODC) Support  
313D Microfiche & PSR/OSR  
Fax Ordering  
32B Selection Board Support

LCDR Harper  
Doug Warf  
Karen Stanton  
Customer Service  
LCDR Cherry

882-3313/3315/3316  
882-3309  
882-3313  
882-3350  
882-3415  
882-2664  
882-3225

## Inservice Procurement and Transfer Division

81 Director  
81B Deputy Director  
811 Head, Inservice Procurement/Transfer Branch  
811 Fax  
812 Head, Officer Recall  
813 Head, Officer Separations  
813B Officer Involuntary Separations  
813C Resignations/Release from Active Duty  
815/255 Head, Enlistment/Reenlistment Branch

LCDR Barclift  
Mr. Booth  
LT JG Luttrell  
LT Kramer  
LT Chamberlin  
YN1 Carrasquillo  
Mrs. Ward  
LCDR Christy

882-3200  
882-4408  
882-3170  
882-2620  
882-3208  
882-3194  
882-3195  
882-3197  
882-3069

## Officer Promotions Division

85 Director  
85A Administrative Officer  
85C Officer Special Board Coordinator  
85L Line Selection Board Liaison  
85M Staff Selection Board Liaison

CDR Walters  
CWO2 Johnson  
LT Malloy  
CDR Cook  
LT Brown

882-3221  
882-3252  
882-4844  
882-3253  
882-4524

86	Director, Reserve Officer & Enlisted Promotions	CDR Martin	882-4523
86B	Deputy Director, Reserve Officer & Enlisted Promotions	CDR Saylor	882-4526
861	Head, Reserve Officer Promotions & Appointments	CDR Price	882-4528

#### Retirements Division

82	Director	CDR Connery	882-3185
82B	Deputy Director	Mr. Lewis	223-7994
821	Head, LIMDU/Disability Retirement	LT Gaston	882-3229
822	Head, Officer Retirement	LCDR Oberg	882-3184

#### Officer Community Management (OCM) and Career Planning Division

N131	Director	CAPT Willson	223-2303
N131B	Deputy Director	CAPT Carnot	223-2301
N131A	Secretary	Ms Castell	223-2302
N1G2	Head, Chaplain Officer Community Manager	CAPT Magness	225-8523
211D	Head, AED/AMD Officer Community Manager	CAPT Milton	757-8483
N131U	Head, Engineering Duty Officer Comm. Manager	CAPT Edwards	882-4090
N131U1	Asst, Engineering Duty Officer Comm. Manager	Pat Morgan	602-8503
N131H	Head, Special Warfare Officer Community Manager	LCDR Szymanski	225-3914
N131G	Head, Fleet Support Officer Community Manager	CDR Wurzel	227-8761
N131X	Head, Special Operations Officer Community Manager	CDR Morneau	882-3911
N131I	Head, Intelligence Officer Community Manager	CAPT Saia	223-1227
N131J	Head, JAG Corps Officer Community Manager	CAPT Molinengo	325-5185
N131J1	Asst, JAG Corps Officer Community Manager	Dan Barnes	325-5458
N131K	Head, CEC Officer Community Manager	CAPT(sel) Bosco	882-4032
N131K1	Assistant, CEC Officer Community Manager	LT Kliem	882-4034
N131L	Head, LDO/CWO OCM (E-mail: p21111@bupers.navy.mil)	CAPT Ruple	223-2309
N131L1	Asst, LDO/CWO OCM (E-mail: p21111@bupers.navy.mil)	LT Bodo	223-2310
N131M	Head, Medical Officer Community Manager	CAPT Simpkins	223-2328
N131M2	Admin Assistant, Medical Officer Comm Manager	HM2 Wilkinson	223-2324
N131M3	Medical Service Corps/Dental Officer Comm Manager	LCDR Sawyer	223-2327
N131M4	Nurse Corps Officer Community Manager	CAPT Logeman	223-2326
N131N	Head, Submarine Officer Community Manager	CDR Marr	225-3734
N131N1	Asst, Submarine Officer Community Manager	LCDR Gillette	225-3885
N131O	Oceanography Officer Community Manager	CAPT Lawson	882-4109
N131O1	Asst, Oceanography Officer Community Manager	LCDR Stuart	882-4109
N131P	Public Affairs Officer Community Manager	CDR Hume	882-4091
N131P1	Asst, Public Affairs Officer Community Manager	LCDR Wallach	882-4025
N131Q	Cryptology Officer Community Manager	CAPT Tucker	882-4079
N131R	Merchant Marine Officer Community Manager	CAPT McFadden	332-7128
N131S	Supply Corps Officer Community Manager	CAPT(SEL) Holland	882-4623
N131T	Acquisition Professional Community Manager	CAPT Briggs	332-2836
N131V	Head, Aviation Officer Community Manager	CDR McKenzie	223-2306
N131V1	Assistant, Aviation Officer Community Manager	LCDR Goodly	223-2307
N131W	Head, SWO Officer Community Manager	CDR Harriss	223-2305

#### Officer Plans Branch

N131C	Head, Officer Plans Branch	CDR Williams	223-2321
N131C1	Strength Analyst	LCDR Belcher	223-2322
N131C2	Strength Analyst	Vacant	223-2320
N131C3	Strength Analyst	IT2 Arnold	223-2323
N131D	Head, Accessions Plans	CDR Csuti	223-2325
N131D1	Assistant, Accessions Plans	LCDR Henderson	223-2313
N131F	Head, Promotions	LCDR Cox	223-2330
N131F1	Assistant Head, Promotions	LCDR McMahon	223-2329
N131F2	Promotion Program Liaison	Ric Chapman	225-6417

#### Professional Development Branch

N131E	Head, Professional Development	LCDR Julian	225-6408
N131E1	Graduate Education/Subspecialty Analyst	Ms. Poindexter	224-4933
N131E2	Graduate Education Analyst/Web Administrator and Developer	Ms. Wei	224-4242
N131E3	Head, Graduate Education/Subspecialty	LT Knox	225-6409

#### Surface Officer Distribution Division

41	Director/CAPT Assignment	CAPT Conway	882-3927
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41B	Deputy Director	CAPT Langman	882-3927
41A	Assistant, CAPT Assignment	CDR Skardon	882-3927
41A1	Administrative Assistant	LT Austin	882-3927
41N/424	Assistant, Nuclear Assignment	CAPT Jackson	882-3940
410/11	Head, CDR/LCDR Assignment	CDR Pardue	882-3900
410A	Assistant, CDR Assignment	CDR Pardue	882-3900
411A	Head Post-DH Assignment	CDR Balmert	882-3888
411B	Post-DH Assignment Officer	LCDR Tindal	882-3888
412	Head, Junior Officer Assignment	CAPT Daspit	882-3894
412A/B	Sea/Shore Coordinator	CDR Kennedy	882-3894
412S	Second Tour Department Head	LCDR Stader	882-3894
4128	First Tour Department Head	LCDR Washko	882-3894
4121	Second Tour Division Officer	LT Defrias	882-3894
412I	Initial Assignment	LT Phillips	882-3894
412N	Surface Nuclear Assignment	LCDR Carter	882-3894
413	Surface Ship Placement Branch Head	CDR Parrott	882-3897
413A	LANT CRUDES Ship and Staffs	CDR Boxall	882-3917
413B	PAC CRUDES Ships and Staffs	CDR Auten	882-3901
413E	CLF/PC/USNS/Trng/MW	LCDR James	882-3921
413F	Amphibious Ships and Staffs	LCDR Fuller	882-3923
414	Head, Surface LDO/CWO Assignment/Admin	CDR Underwood	882-3885
414B	Ord/Op Tech/Deck	LCDR Soucie	882-3906
414C	Engineering	LCDR Hoard	882-3887
414D	Elex/Communications/ADP	LCDR Freeman	882-3907
415	Head, Special Warfare Assignment/Placement	LCDR Nelson	882-3911
416	Head, Special Operations Assignment/Placement	CDR Morneau	882-3911

#### Submarine/Nuclear Power Officer Distribution Division

42	Director/CAPT Assignment	CAPT Holland	882-3930
42B	Deputy Director/CO Detailer	CAPT Manaskie	882-3929
421	Head, Submarine/Nuclear Power Assignment	CDR Olson	882-3944
421A	Post Department Head Shore Detailer	LCDR Haebler	882-3931
421B	Department Head Detailer	LCDR Holland	882-3932
421C	Junior Officer Shore Detailer	LT Nosse	882-3943
421D	Junior Officer Sea Detailer/NOIP Coordinator	LT Svensson	882-3933
421E	Accessions/Resignations	LT Sowa	882-3934
422	Head, Nuclear Submarine LDO/CWO Assignment	CDR Falardeau	882-3935
422A	LDO/CWO Detailer	LCDR Cole	882-3945
423	Staff Placement	LCDR Ashe	882-3937
424/41N	Head, Surface Nuclear Power Distribution	CDR Jackson	882-3940
424B	Assistant, Surface Nuclear Power Distribution	LCDR Roberson	225-4192

#### Aviation Officer Distribution Division

	Aviation CAPT Assignment Branch	Assistance	882-3974
	Aviation CDR Assignment Branch	Assistance	882-3975
	Aviation LCDR/Junior Officer Assignment Branch	Assistance	882-3947
	Air Combat Placement Branch	Assistance	882-3987
43	Director/CAPT Assignment	CAPT Benson	882-3974
43B	Deputy Director	CDR Squires	882-3955
43A	Assistant, CAPT Assignment	CDR Doyle	882-3976
431	Assistant, CDR Assignment	CDR Ricker	882-3963
431A	Assistant, CDR Assignment	CDR Keller	882-3957
431B	Head, CDR Assignment	CDR Dobson	882-3972
432	Head, LCDR/Junior Officer Assignment	CDR Laukaitis	882-3973
432C	Shore Coordinator	CDR Niles	882-3949
432D/T	Helicopter (Asst Shore)/ACP/ACIP/RAD	LT Crozier	882-3969
432E	VAW/VRC/Warfare Transition	LCDR Jackson	882-3965
432F	VFA	LCDR Lefere	882-3966
432G	VF	LT Phipps	882-3986
432H	Helicopter (Sea)	LCDR Laubengayer	882-3950
432I	VP (Shore)	LT Dorrans	882-3951
432J	Education	LT Barnett	882-3985
432K	VAM/VAQ	LCDR McKeon	882-3967
432L	Head, Aviation LDO/CWO Assignment	CDR LaMont	882-3968
432M	Assistant, Aviation LDO/CWO Assignment	LT Hancock	882-3948
432N/Z	Pilot/NFO Initial Assignment/General Aviation	LT Polk	882-3954
432P	VP (Sea)	LCDR King	882-3952
432Q	Helicopter (Shore)	LCDR Lineberry	882-3970

432S	VS/Force Support	LCDR Tanks	882-3953
432U	VQ	LCDR Taylor	882-3949
433A	VFA	LCDR Batchelder	882-3987
433B	VF/CVW West	LCDR Kelley	882-3987
433C	VAW/VRC/VQ/VC-8/CVW East Placement	LCDR Caraveo	882-3987
433D	VP/TSC/VXE-6	LCDR Krotow	882-3987
433E	Flight Student Placement	LT Pontier	882-3987
433F	VAM/VAQ	CDR Reavey	882-3987
433G	CV/CVN	LCDR McNamara	882-3987
433H	VS/VT/NAPPI	LCDR Pettit	882-3980
433I	HSL/HS Placement	LCDR Karnes	882-3987
433J	HC/HM/TYCOMS/FASO/TACRONS Placement	LCDR Cashman	882-3987

#### Restricted Line/Staff Corps Officer Distribution and Special Placement

44	Director	CAPT Ross	882-4055
44A	Flag Aide Placement	Mr. Jackson	882-4071
44B	Deputy Director	CDR Konczey	882-4072
440	Head, Professional Education/Subspecialties	LCDR Stewart	882-4040
440B	Graduate Education Placement/NPS	LT Joynt	882-4056
440C	Service College Placement	LT Garcia	882-4100
440E	Subspecialty Management	Ms. Womack	882-4057
441	Hd, Washington Placement(OPNAV)	CAPT(Sel) Niner	882-4104
441A	JCS, JBC, JTAMDO Placement	LT Vosler	882-4074
441B	Asst, Washington Placement/OSD	CDR Buckley	882-4105
442	Head, Major Staffs Placement	CDR Brugal	882-4069
442B	Assistant Head, Korea/Japan/MIS	LCDR Noe	882-4066
442C	FAO/PEP/FMS	LT Digiovanni	882-4065
444	Head, Education and Training Staff	LCDR Stewart	882-4040
444E	NAVSEA	LCDR Billingsley	882-4101
444F	Education and Training Staff Placement/NAVAIR/SPAWAR	LCDR Hannon	882-4061
444B	NAS/CNRC/MEPS	CDR Batchelder	882-3999
444C	Great Lakes/PSD/NAPS/NAMTG/Training	Mr. Hendrieth	882-4058
445	Head, Engineering Duty Assignment	CAPT Edwards	882-4090
445B	Assistant, EDO Detailer (Web Page: <a href="http://www.persnet.navy.mil/edo">www.persnet.navy.mil/edo</a> )	CDR Atkinson	882-3994
446	Head, AED/AMD Assignment	CDR Loyer	757-8483
446B	Assistant Head, AED 151X	CDR Smith	882-4108
446C	Assistant Head, AMD 152X	CDR Code	882-4108
446	AEDO Career Manager	LCDR Pugh	757-8480
	AMDO Career Manager	LCDR Shanahan	757-8481
447	Acquisition Professional (AP) Coordinator	CAPT Kreutner	882-3837
448	Head, Public Affairs Assignment/OCM	CDR Hume	882-4023
448B	Assistant PAO Assignment/OCM	LCDR Wallach	882-4025
449	Head, METOC Assignment	CAPT Lawson	882-4109
449B	Assistant, METOC Assignment	LCDR Stewart	882-4110
4410	Head, Cryptology Assignment	CAPT Tucker	882-4079
4410B	Assistant Head, Cryptology Assignment	LCDR Kob	882-4079
4410C	LDO/CWO/New Accessions	LT Icenogle	882-4079
4411	Head, Intelligence Assignment	CAPT Vaughn	882-3993
4411A	Junior Officer Detailer	LCDR Rupp	882-3993
4411B	Assistant for Community Management	LCDR Ashcraft	882-3993
4411C	Assistant for TAR/Attache' Placement	CDR Wood	882-3993
44120	Director, Supply Corps Personnel & CAPT/Shore	CAPT Maas	882-4611
4412	Director, Detailing Division/ CDR Shore/ Sea	CAPT Ruff	882-4607
4412A	Special Assistant	LCDR Colyer	882-4608
4412B	Head, Shore Detailing Branch	LCDR Case	882-4601
4412C	Head, Sea/Overseas Detailing Branch	CDR Carter	882-4614
4412E	Director, Reserve Division	CAPT Carlson	882-4619
4412F	LT/LTJG Sea/Overseas Detailer	LCDR Hinson	882-4627
4412G	ENS Sea/Overseas Detailer	LT Escoe	882-4616
4412I	LT/LTJG Shore Detailer	LCDR Lavigna	882-4612
4412J	LDO/CWO Detailer	LCDR Gill	882-4613
4412Q	Head, Career Development and Training	LCDR(SEL) Bichard	882-4624
4412QA	Assistant, Career Development and Training	Ms. Robinson-Belle	882-4629
4412R	Special Assistant, Detailing Division	LCDR Bestercy	882-4609
4412X	Head, NAVSUP/DLA Placement Branch	LCDR(SEL) Valentine	882-4618
4412XB	NPC Liaison/Admin Officer	IT1 Sanders	882-2936
4412Y	Administrative/Placement Assistant	SH1 Price	882-4625
4413	Head, CEC Assignment	CAPT(Sel) Bosco	882-3997
4413A	Assistant, CEC Assignment (LCDR)	CDR Wirsching	882-4030

4413B	Billets/NAVFAC Placement	LCDR Oby	882-4032
4413C	CEC LTJG/ENS Detailer	LT Roys	882-4033
4413D	CEC Plans and Inputs	LT Kliem	882-4034
4413E	LT/LDO/CWO Postgraduate Detailer	LCDR Newton	882-4035
4413S	Military Staffing Tech	Mr. D. Potter	882-4031
4414	Head, Chaplain Assignment Branch	CAPT Carter	882-4092
4414A	Assistant, Chaplain Assignment Branch	CDR McGeory	882-3995
4415	Head, Medical Department Officer Distribution	CAPT Lockhart	882-4097
4415A	Asst Branch Head, Medical Department Assignment	CDR MacDonald	882-4053
4415B	Head, Medical/Dental Placement	CDR Allred	882-4095
4415C	HQ/HSL/CRUITCOM Placement	LCDR Gonzales	882-4464
4415D	Overseas Ops and USMC Placement	LT Young	882-4112
4415F	East Coast (except DC)/Overseas	LCDR Parrish	882-4114
4415G	Senior Dental Corps Assignment	CAPT Seder	882-4043
4415H	Junior Dental Corps Assignment	CAPT(Sel) White	882-4118
4415I	Senior MSC HCA Assignments (O4 and above)	CAPT Fletcher	882-4052
4414I/A	Junior MSC HCA Assignments (O3 and below)	LCDR Swap	882-4052
4415J	Head, MSC/SCI Assignment	CAPT(Sel) Past	882-4051
4415JX	MSC Assignment/Op Sciences	CDR(Sel) Hathaway	882-4051
4415K	Head, Nurse Corps Assignment	CAPT Workman	882-4038
4415L	Nurse Corps West Coast Assignment/Asia	CDR(Sel) Vernere	882-4042
4415M	Head, MC/Surgical Specialty Assignment	CAPT Hinkson	882-4121
4415N	Medicine Specialties Assignment	CDR Norcross	882-4121
4415P	GME Assignment	LT Jefcoat	882-4048
4415R	FS/UMO/Prev Med/Occ Health/RSH	LCDR Keener	882-4119
4415S	Nurse Corps East Coast Assignment	CDR Buda	882-4041
4415T	West Coast	HMC Allen	882-4112
4415U	GMO Assignment	LCDR Petrilak	882-4119
4415V	LCDR Nurse Corps Assignment/OR Nurses	CDR Sebbio	882-4039
4416	Head, JAG Corps Assignment/Senior Officer	CDR Argall	882-4081
4416B	Assistant Head/LCDR Assignment	LCDR Foster	882-4082
4416C	LT/LDO Assignment	LCDR Tideswell	882-4083
4416E	Accessions/Recruiting	LCDR Kiamos	882-4084
4417	Head, TAR Assignment	CAPT Werner	882-4063
4417B	Surface TAR Officer Assignment	CAPT Menio	882-4063
4417C	Aviation TAR Officer Assignment	CDR Cline	882-4064
4417D	Surface TAR Officer Placement	CDR Snyder	882-4062
4417F	Admin Supervisor	YNC Moreno	882-4063
4417G	AMDO TAR Officer Assignment	LCDR Moody	882-4076
4417I	Fleet Support TAR Officer Assignment	LCDR Isgrig	882-4062
4419	Head, Fleet Support Assignment	CAPT Koch	882-4054
4419A	Assistant Branch Head, Fleet Support Assignment	CDR Anderson	882-4054
4419B	LT Detailer	LT Williams	882-4054

## Change in Policy Concerning Release From Active Duty

The following changes to the VRAD policy became effective January 1. The changes are incorporated into MILPERSMAN 1920-090 and Officer Transfer Manual Article 10.6. The following is a summary of changes:

a. Reserve officers on the Active Duty List (ADL) desiring VRAD at or beyond the expiration of their Minimum Service Requirement (MSR), plus any additional obligated service, must notify the Chief of Naval Personnel by letter at least nine months, but not more than 12 months, prior to the month VRAD is desired. Officers submitting requests less than nine

months from the requested VRAD date may be held up to nine months from the receipt of the request in order to identify a relief.

b. Reserve officers are no longer required to submit requests for extension on active duty.

c. Reserve officers who are six months from their Projected Rotation Dates (PRD) are eligible for orders. Reserve officers within six months of their PRD who have not submitted VRAD requests or letters of intent, and receive or are notified of orders, are obligated to no less than the Minimum Tour for Separation (MTS) at their next duty station. □

## Looking for a new career? Consider the Supply Corps.

Considering corporate America? Consider redesignating to the Supply Corps instead.

Why Supply? We are the Navy's business managers, providing expertise to the Navy and other DOD operations across the full spectrum of "business fields." Here are some of the reasons to consider making your career transition to the Supply Corps, rather than to the civilian workforce:

**1. Career Building Experience** - Most of our jobs mirror those in any major corporation, only with far more responsibility. Our subspecialties include financial management, inventory control, physical distribution systems, contracting, computer systems, operations analysis and logistics, material logistics, transportation, petroleum management, food services, retail sales and related areas.

**2. Education** - We prepare our officers for these challenging jobs with experience and education through career development, Defense Acquisition University training, internships and postgraduate school programs. Over 50 percent of our officers attend Navy-funded graduate school (Naval Postgraduate School in Monterey or civilian MBA at top 25 schools), with up to two years full pay and allowances to complete their degree.

**3. Stable Career Path** - Life as a Supply Corps Officer begins with the six-month Basic Qualification Course at the Navy Supply Corps School in Athens, Ga. The following "standard sequence" of assignments has historically proven to promote technical development and operational experience: (1) first assignment afloat - Division Officer tour (36 months); (2) shore duty - subspecialty development (24 months); (3) second assignment afloat - Department Head tour (30 months) (most lateral transferes enter at this point); postgraduate school (18-24 months). Subsequent tours at the O4 and O5 level are largely ashore, with opportunities at sea, and include assignments designed to develop in-depth proficiency, management skills and operational experience in Supply Corps subspecialty fields.

**4. Job Satisfaction Intangibles** - The same benefits that brought you into the Navy in the first place: responsibility and leadership far exceeding your civilian peers, the camaraderie and "esprit de corps" associated with the Navy, the pride of serving your country and the ability to travel. You will still have the truly satisfying experiences of leading young men and women to accomplish a goal that means something to your country. No, we can't command at sea, but we have ashore command opportunities.

Finally, be sure you have looked at the FULL financial picture before charting your transition to a civilian job. The Navy's retirement benefits are estimated at over \$24,000 per year for a LT at four years. Ask a financial planner how much you need to invest at six percent for 16 years to receive an annuity that is equal to your military retirement pay at 20 years. No, money isn't everything. A career is a family decision based on many factors. However, the additional education and skills you acquire as a Supply Corps officer make you more valuable in the marketplace, and with the steady retirement income arriving at a time when most families are struggling to get children through college, the financial picture is important.

Lateral transferees from other communities bring a healthy diversity to the Supply Corps, and historically compete on par with other Supply Corps officers. If you're looking to acquire business skills for future transition to corporate America, or if this just sounds like the type of job for you, we suggest you consider redesignating to the Supply Corps. The next semi-annual Lateral Transfer/Redesignation Board is scheduled to convene April 17, 2000. Applications are due to PERS-811 no later than January 31, 2000. For more in-depth information, refer to the PERS-811 Web Site and MILPERSMAN articles 1131-020, 1212-010 and 1212-030, or contact the Supply Corps Career Counselor, PERS-4412Q at DSN 882-4624, Comm (901) 874-4624 or E-mail at [p4412q@persnet.navy.mil](mailto:p4412q@persnet.navy.mil). See the Naval Supply Systems Command Web Site at <http://www.navsup.navy.mil/> for more information about the Supply Corps. □

## Montgomery GI Bill Program Benefits

If, as an enlisted member you enrolled in the MGIB Program and completed 30 months of active duty prior to being discharged to enter NROTC or USNA, you retain eligibility to MGIB Program benefits even after being commissioned. Also, members who have continuous active duty as an enlisted or warrant officer and successfully complete officer training, other than NROTC or USNA, are eligible for MGIB Program benefits even if you did not complete 30 months of active duty prior to being commissioned. If you have questions regarding your eligibility, call an MGIB Program Customer Service Representative at (800) 962-1425. □

## Reference Corner

### ◆ Mail FITREPS & EVALS

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3596  
FAX: DSN 882-2664/Comm (901) 874-2664

### ◆ To Submit Missing Awards

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## L A N D L I N E

### Letters to the Editor

Your questions and comments are essential to issues deserving added emphasis or clarification. If you have a question or a comment, please write to:

NAVY PERSONNEL COMMAND  
PERS-051 EDITOR, PERSPECTIVE  
5720 INTEGRITY DRIVE  
MILLINGTON, TN 38055-0500

Include your name, SSN and designator when writing, or call DSN 882-4135, Comm (901) 874-4135; Fax (901) 874-2613.

You can also contact the editor via E-mail at [perspective@persnet.navy.mil](mailto:perspective@persnet.navy.mil).

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Coming in March-April 2000  
**The Overseas Issue**